



Market Orientation: Bibliometric Analysis

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Abstract. This study aims to review the factors that determine market orientation. This research uses the bibliometric analysis method is the systematic way used to analyze scientific journals and other written and unwritten (digital) publications. The results of this study indicate the most relevant sources, impact sources, source growth, Most Relevant Authors, Top Author Productions over time, Most Relevant Words, Word Clouds, Word Tree Map, and The most relevant Dynamic Words for future studies in the research field, the most famous topics for future studies in the research field are “Marketing” and “Performance”. The results of the review show an interesting trend from this study of various indicators based on the frequency and citation of publications. More importantly, several popular research areas and topics have been found for market orientation research, which serves as useful conclusions for future studies in Indonesia.

Keywords: Market Orientation · Bibliometrics · Marketing · Performance

1 Introduction

Meeting the needs and desires of the target market in the marketing concept turns out to be much more effective than competitors [1]. An important factor in business can be seen from the increase in market orientation in recent years [2]. An important factor in modern marketing management does include market orientation [3]. This ability is believed to guarantee higher profits because it is seen as having a deep relationship with customers and also good knowledge of the market compared to companies that are not market-oriented [4].

According to marketing researchers, this set of different activities and behaviors is combined into a developed market orientation [5]. Resourcefulness is a market orientation [6], and market orientation is the basis of decision making [7] or it can also be said that organizational culture includes market orientation [4, 8, 9] articulate that market orientation is the foundation of organizational culture. Aspect of organizational culture that is inseparable from organizational learning.

Marketing researchers also use the strategic perspective [4], the organizational design perspective [10], and the market information process perspective [8, 11, 12], and consider market orientation from different perspectives, product and service adaptation perspectives and network perspectives [13]. In general, empirical research on market orientation mostly only relates market orientation to one dependent variable. Empirical research that

links market orientation with several performance measures to form a model which are interconnected is still very rare [14]. In general, empirical research on orientation has two tendencies.

Market orientation research has been carried out from various profit company backgrounds oriented [3, 15], as well as non-profit oriented [16–18] research with background manufacturing companies [19] and research with a service company background [1, 18, 20], research with developed country backgrounds [3, 15, 21] and research with a country background developing [22, 23], research on companies doing domestic marketing [9, 15, 24, 25] and in companies that do export marketing [23, 26]. Research on large companies [2, 27–29] and research on small companies [30, 31].

Company's Ability to understand, attract and retain customers. The interests of customers are valuable so that the company can have a better competitive advantage compared to its competitors. According to Narver and Slater [3] in market orientation, there are three behavioral components including customer orientation, competitor orientation, and coordination between functions. The three components support the creation of market orientation. According to Fauzen et al. [32] in their research that there is a significant influence of Customer Orientation on Business Performance. In the context of marketing, it relates to identifying the needs of consumers/customers. According to Kotler [5], marketing is a series of activities in which the demand for goods, ideas, and services is managed to facilitate exchange activities. The marketing ability of a company is often a determining factor in its success of a company. The purpose of marketing is to create consumer/customer satisfaction, which is a benchmark for the success of a company.

The Systematic Literature Review (SLR) method has been used in several studies, one of which was used by Triandini et al. [33]. It is explained in the publication that SLR is used for identifying, reviewing, evaluating, and interpreting research with phenomenal topic areas, with certain relevant research questions. The SLR method in this research can be used to review the determinants of market orientation. The purpose of this literature study is to obtain a theoretical framework that can help solve the problem being studied to reveal concepts relevant to the case, especially in this study to learn more about the factors that influence market orientation.

2 Related Works

Considering that market orientation has several important benefits for companies, for example, it is useful for creating superior value for customers, understanding the market and developing product and service strategies, creating an organizational image, and providing excellent service, then this study related to market orientation will be very necessary to continue to be developed. One form of study that may be developed in obtaining comprehensive information from empirical research that has been carried out is by conducting a bibliometric study. Bibliometric studies are systematic ways used to analyze scientific journals and other written and unwritten (digital) publications [34].

Bibliometric analysis is a quantitative method for analyze bibliographic data of articles/journals. Following the definition of Glanzel [35] which states that “bibliometrics is the application of mathematical and statistical methods to books and other media of communication”. This analysis is usually used to find references to journals cited

in journals, map journal disciplines, and classify journals based on disciplines. This method can be used in sociology, humanities, communications, marketing, and other social groups. In bibliometric analysis, the approaches used are the citation analysis approach, which displays one article cited by another article, and the co-citation analysis approach, which looks for two or more articles cited by one article.

One of the studies conducted on market orientation is research entitled “Market Orientation”. This study discusses market orientation, especially the definition of market orientation in several contexts. This paper describes several definitions of market orientation that are widely used as a basis for research, such as Narver and Slater [3]. Then Uncles defines market orientation based on the reviews in this paper. According to Uncles, market orientation is a process and activity related to customer creation and satisfaction by continuously assessing customer needs and wants.

In another study, [36] in his research entitled "A structural equation model of TQM, market orientation and service quality: Evidence from a developing nation" aims to examine the relationship between total quality management (TQM), market orientation and service quality in the Malaysian service industry. Then, from this study [36] define market orientation as a culture of behavior that creates superior value for buyers effectively and efficiently. Market orientation is a cultural norm in an organization to the market environment.

This study uses bibliometric analysis because the results given from this analysis are comprehensive. According to [37], some of the benefits of bibliometrics in libraries are as follows:

- Knowledge of core magazines in various disciplines
- Knowing the subjects or fields of scientific disciplines
- Knowing authorship
- Predict the direction of the development of science in the past and the future
- Knowing the direction and trend of science in various disciplines
- Manage the inflow of information and communication
- Reviewing the obsolescence and dissemination of scientific literature
- Estimating whether the secondary literature is complete or not
- Forecasting the productivity of publishers by authors, organizations, countries, or across disciplines.

By carrying out the steps in Fig. 1, the factors that are the determinants of market orientation will be obtained. This research is an update of the literature review of market orientation theory. The article submission period also covers 1975 -2021. The purpose of this study is to conduct a review of the literature that has been published in international

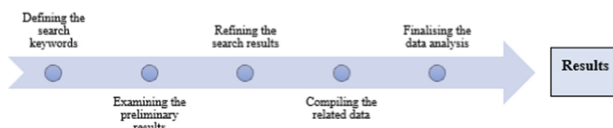


Fig. 1. Steps in bibliometrics analysis.

journals on the topic of literature namely market orientation and bibliometric analysis so that it can answer the following research questions:

- RQ 1: How many research documents are published by each journal based on their level of relevance to the topic of Market Orientation?
- RQ 2: What is the impact of each journal that publishes a paper on the topic? Market Orientation?
- RQ 3: How are Growth Resources relevant to Market Orientation research?
- RQ 4: Who are the Most Relevant Authors for Research on Market Orientation?
- RQ 5: Who are the prolific writers who research Market Orientation based on the number of publications per year?
- RQ 6: What are other relevant keywords in Market Orientation research?
- RQ 7: What is the most dominant word related to Market Orientation?
- RQ 8: What is the most dominant word for research with the topic of literature on Market Orientation?
- RQ 9: How to analyze document keywords, in research with literature topics regarding Market Orientation?
- RQ 10: How to analyze the thematic map that appears based on the title of the document with the topic of literature regarding Market Orientation?
- RQ 11: How evolution is analyzed based on literature topics regarding Market Orientation?

2.1 Determining Search Keywords

In this study, the database used is the Scopus database, so the first search for keywords is carried out in the Scopus database. The Scopus database has the largest database of abstracts and citations from peer-reviewed literature such as scientific papers, journals, books, and conference proceedings. Thus, using the Scopus database. In addition, Scopus contains world research results in the fields of science, technology, medicine, social sciences, and arts and humanity. This research applies a keyword search on June 22, 2022. The keyword used is "Market Orientation" that searched by the title, keywords and abstract of the article.

2.2 Preliminary Search Results

10049 articles have been indexed by Scopus were filtered by the keyword search. In this first keyword search, no filtering was done by year of publication. This is deliberately done to see the development of research on market orientation as a whole. Several studies that use the term "market orientation" in the title of their paper are first presented in Table 1.

2.3 Abbreviations and Acronyms

After obtaining preliminary results, all the articles must be fulfilled the two selection criteria:

- The original study was written in English

Table 1. The term “Market Orientation” appears for the first time in journals.

Author	Year	Title	Journal name
Diamantopoulos A	1993	“Linking Market Orientation And Company Performance: Preliminary Evidence On Kohli And Jaworski’s [38] Framework”	Journal Of Strategic Marketing
Slater Sf	1994	“Market Orientation, Customer Value, And Superior Performance”	Business Horizons
Cadogan Jw	1995	“Narver And Slater, Kohli And Jaworski [38] And The Market Orientation Construct: Integration And Internationalization”	Journal Of Strategic Marketing
Greenley Ge	1995	“Market Orientation And Company Performance: Empirical Evidence From Uk Companies”	British Journal Of Management
Greenley Ge	1995	“Forms Of Market Orientation In Uk Companies”	Journal Of Management Studies
Atuahene-Gima K	1995	“An Exploratory Analysis Of The Impact Of Market Orientation On New Product Performance A Contingency Approach”	The Journal Of Product Innovation Management
Siguaw Ja	1995	“An Examination Of Gender Differences In Selling Behaviors And Job Attitudes”	Industrial Marketing Management
Siguaw Ja	1995	“Measuring Market Orientation: Some Evidence On Narver And Slater’s Three-Component Scale”	Journal Of Strategic Marketing
Diamantopoulos A	1995	“Narver And Slater, Kohli And Jaworski [38] And The Market Orientation Construct: Integration And Internationalization”	Journal Of Strategic Marketing
Diamantopoulos A	1995	“Measuring Market Orientation: Some Evidence On Narver And Slater’s Three-Component Scale”	Journal Of Strategic Marketing

- IC2: Articles published as journals

Item deletion is also performed when duplicate items are found. After repair, the result will be saved in file format with extension Bib and the Bib file was used for further analysis. A total of 10049 articles were screened after the improvement in the scope of the Business, Management, and Accounting area; Social Sciences; Economics, Econometrics, and Finance; Engineering; Environmental Science; Computer Science;

Agricultural and Biological Sciences; Arts and Humanities; Decision Sciences; and Medicine as follows:

TITLE-ABS-KEY (market AND orientation) AND (LIMIT-TO (LANGUAGE, “English”)) AND (LIMIT-TO (SRCTYPE, “j”)).

2.4 Compilation of Data Statistics

After searching the Scopus database with the filters described previously, the paper database is obtained which is then stored in the form of a Bib file. The dataset obtained was then entered into the R software and analyzed using bibliometrics and then obtained some information which is described as follows.

How Many Research Documents are Published by Each Journal Based on Their Level of Relevance to the Topic of Market Orientation?

According to how closely they relate to the study themes, the number of research articles published in each journal is depicted in Fig. 2’s graph (market orientation). In this graph, if the colors become darker, it indicates the higher relevance. For example, Journal of Business Research is the journal that ranks first by number of articles published, out of 102 articles shown in the dark blue line chart, compared to other journal lines.

One of the articles published in the Journal of Business Research namely the article entitled “The Positive Effect of a Market Orientation on Business Profitability: A Balanced Replication” by [3]. In this study, the positive relationship between market orientation and company profitability was reviewed with a broad sample of product and service companies operating in various industries. The level of market orientation is assessed by the marketing director and profitability is assessed by the general manager, avoiding the problem of common bias among respondents. In this study, the analysis of the impact of culture on corporate success has been expanded to include entrepreneur-oriented measures. Next, we compare the market-oriented impact of firm profitability with the entrepreneurial impact. There is no relationship between entrepreneurial orientation and

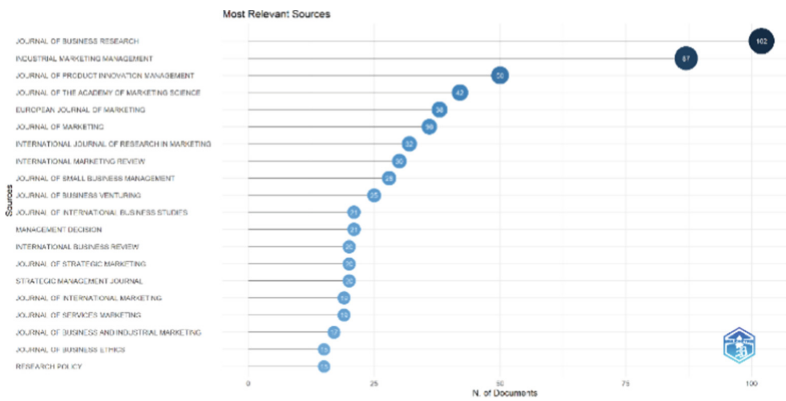


Fig. 2. Most relevant sources.

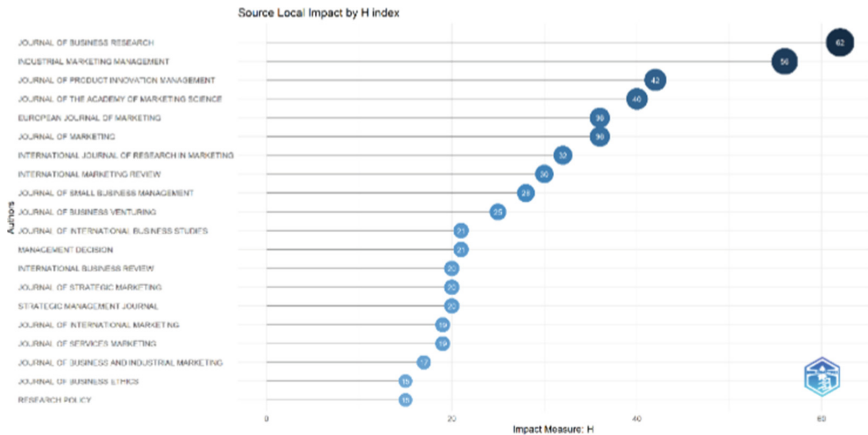


Fig. 3. Source impact.

company profitability. By sampling from a more diverse population, avoiding the problem of general respondent bias, and comparing market-oriented versus business-oriented impacts, the result of this balanced replication is market interest.

What is the Impact of Each Journal that Publishes a Paper on the Topic of Market Orientation?

Figure 3 above shows the top magazines with the largest h-index of market-oriented keywords. The H index is a metric that attempts to measure the productivity and impact of research published by scientists or scholars. This index is based on the number of scientific papers written by scholars and the number of citations from other publications.

This index is based on the distribution of the number of citations (citations) received by a publication from a researcher. A scientist has an index of h if some h of N_p articles have been published, each of which has received at least h citations. The greater the impact of the journal the darker the blue color on the graph. From the figure, information is obtained that the journal's h-index interval for this study ranges from 0.0 to 62.0. The source/journal with the highest h-index is the Journal of Business Research with an h-index of 62.0. In the second place, is Industrial Marketing Management with an h-index of 56.0. From these two journals, it can be concluded that the topic of market orientation is a topic that is widely cited and an interesting topic for international journals, it can be seen that its h-index exceeds high.

Journal of Business Research is the journal with the greatest influence and impact when it comes to discussing market orientation as evidenced by the fact that it has the highest h-index on the subject. The majority of articles/papers in the Journal of Business Research apply theories developed from business administration research to actual business situations. JBR explores business decisions, processes, and activities in actual business contexts while recognizing the complex relationships between different areas of business activity. Assessments are regularly made on buyer behavior, finance, organizational theory and behavior, marketing, risk, and insurance, as well as theoretical and empirical advances in international business. The journal helps researchers apply

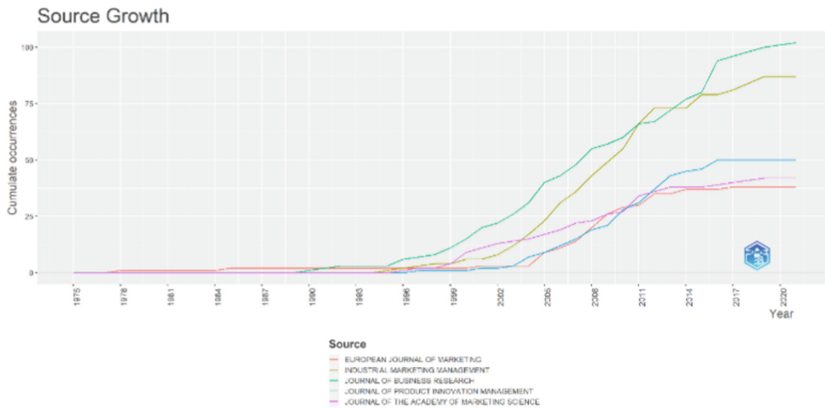


Fig. 4. Source growth.

empirical research to real-world situations and theoretical insights into the realities of the business world, published for executives, researchers, and scholars.

How are Growth Resources Relevant to Market Orientation Research?

This study discusses the development of how articles in scientific publications in international journals on the topic of market orientation are discussed. As shown in Fig. 4 above, information is obtained that the topic of market orientation has begun to be written scientifically in international journals in 1975 and it has developed until now in 2021. to the attention of international researchers.

Who are the Most Relevant Authors for Market Orientation Research? Based on their relevance to market-oriented topics, the number of research papers published is listed below. The author diagrams of the most important publications are shown in the blue bar chart with the number of published document intervals, while the darker colors indicate a higher volume and relevance of the research topic, with the number of journals ranging from 0 to 16 documents, with a total of 20 authors included in the most relevant data sources. With a total of 16 documents published by Hult [39], shown by the dark blue bar compared to the other journal bars as they are related to the topic (Fig. 5).

Who are The Market-Oriented Writers Based on the Number of Publications Per Year?

Market trends can be measured not only by journals, but especially by authors. The author's market orientation was higher during the study period, i.e. from 1993 to 2020. This market orientation is marked with a red line from the time of the author's publication to the last year of the author's publication. In addition, the number of papers published by year is indicated by the circles on the red line. The image above is the author's overview of the latest market trends. Cadogan is a veteran publishing writer with a track record of researching market trends from 1995 to 2015 (Fig. 6).

What are Other Relevant Keywords in Market Orientation Research?

Based on an analysis of the most relevant words in each document, there are some words with a frequency between 0 and 77 times. In the search clusters linked to the keyword "market orientation," nine words that are closely related to one another are

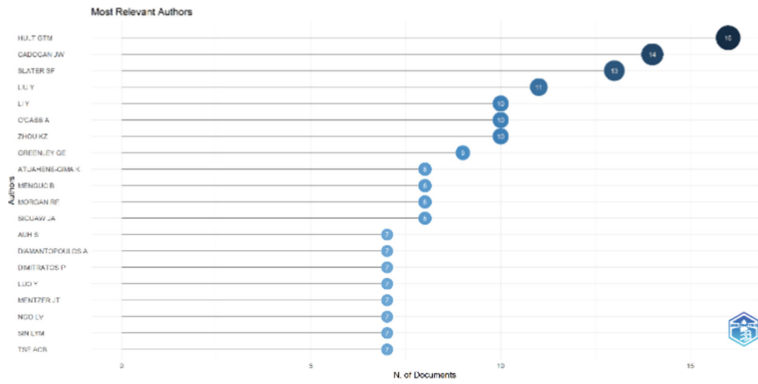


Fig. 5. Most relevant authors.

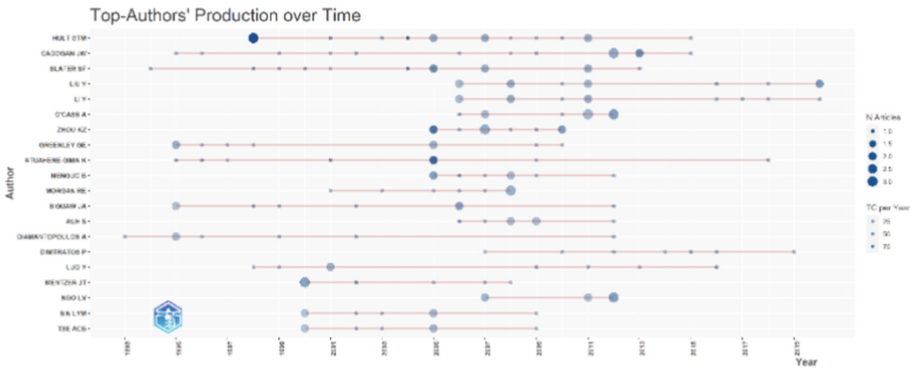


Fig. 6. Top author's production over the time.

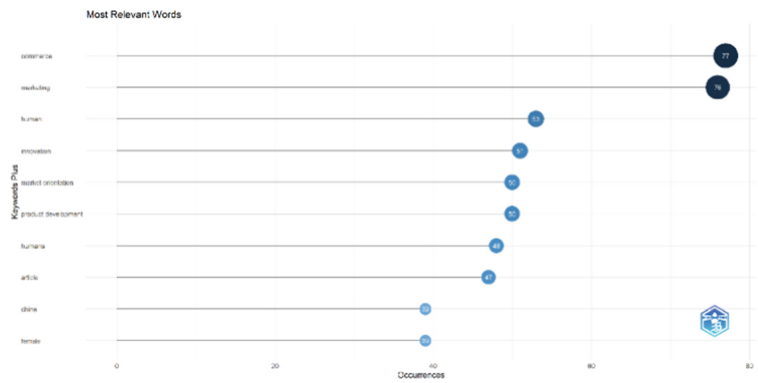


Fig. 7. Most relevant words.

displayed in the image above. The most common and pertinent first word was exchanged, which appeared 77 times. Marketing, which appeared 76 times, was the second most significant word in terms of market trends (Fig. 7).

What is the Most Dominant Word Related to Market Orientation? In addition, the phrases applicable for your look for a subject withinside the marketplace are displayed withinside the record name withinside the shape of a phrase cloud. The phrase cloud is an outline of phrases normally discovered in studies paper datasets the use of key phrases from the subject name that “Market Orientation”. The phrase cloud presentations phrase pics displayed in numerous sizes relying at the wide variety of phrases displayed. In phrases of placement, the phrase cloud is pretty random, however the most important phrases are withinside the middle, so they’re greater seen with a exceedingly big size. In this study, the consequences of the phrase cloud have been acquired primarily based totally at the evaluation of the document title (Fig. 8).

Based on the image above it was found that the most popular words related to market orientation are commerce, marketing, human, and innovation. Most of the current research on "market orientation" is about "marketing". This is because marketing will be a critical success factor in the organisation. This is because marketing is the focal point of great success in corporate sustainability, marketing is the factor that has an impact, and marketing embraces “customers” as its most important stakeholder. Research on market orientation includes those on strategic resilience and export performance: modifying the role of export market-oriented behavior and the export environment [40], dan mengeksplorasi hubungan antara orientasi pasar dan inovasi bisnis keluarga: sebuah draf proposal kerangka kerja konseptual [41], and the dimensions of market orientation architecture [42].

What is the Most Dominant Word for Research with the Theme of Market Orientation? In addition, the summary page displays the key words associated with the market orientation search in the form of a word tree map. In a word tree map, frequent words are presented in a box that simulates a map’s area, with the box’s size growing as more words are shown.



Fig. 8. Word cloud.

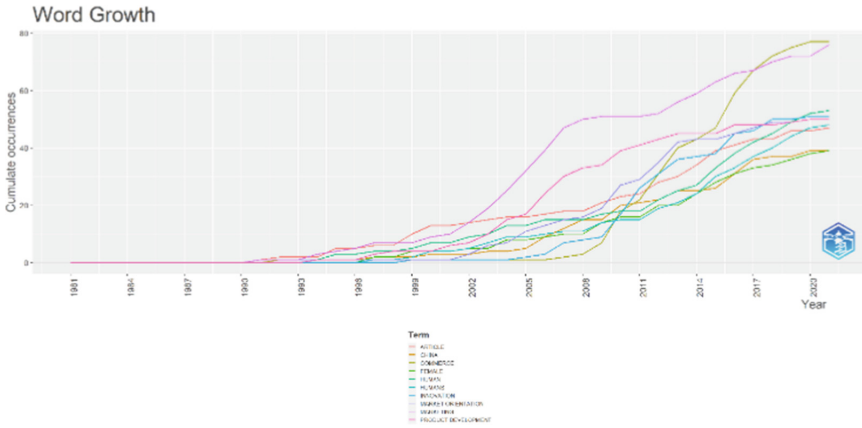


Fig. 10. Word dynamic.

How to Analyze the Thematic Map That Appears Based on the Title of the Document with the Theme of Market Orientation Research?

Figure 11 shows that the evaluation of thematic maps that seem primarily based totally on depth and centrality primarily based totally at the identify of the report may also be analyzed with the studies subject matter of marketplace orientation that is divided into four parts. These consequences are derived from a set of semi-automated rules through title review of all references to the subject matter.

The decrease left quadrant represents rising or reducing developments, and this quadrant presentations developments which have been in use for a long term however fashion up or down at decrease and relevant depth. The subjects on this zone are commerce,

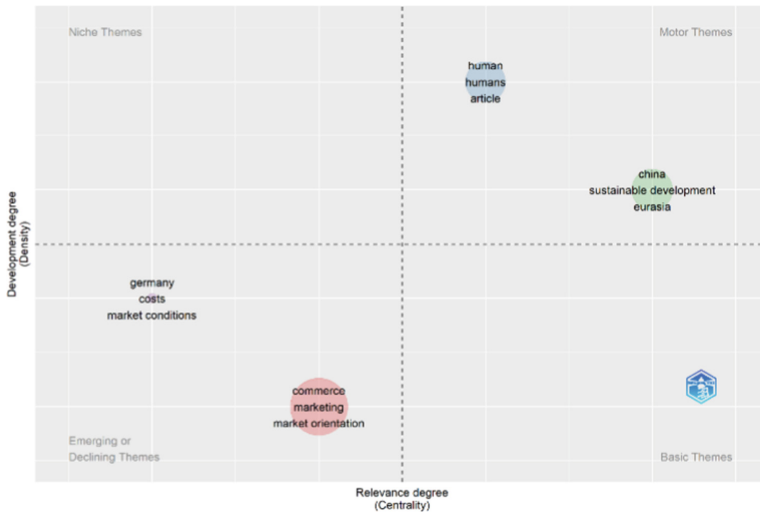


Fig. 11. Thematic map.

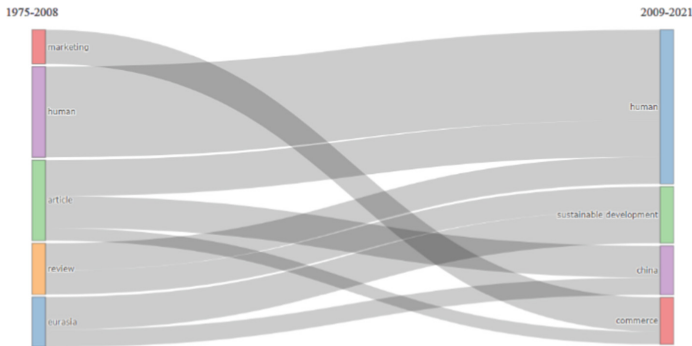


Fig. 12. Thematic evolution.

marketing, marketplace orientation, price and marketplace condition. Monitor trends beneath Neath the sub-subject of marketplace steerage in latest years, the fashion of phrases has extended on this zone.

Whereas the proper top quadrant is a motor situation or using trait characterised through excessive depth and centrality, so it desires to be advanced and is vital to take a look at in similarly studies. The subjects that seem on this zone are human, sustainable improvement and China.

How is Evolution Analyzed by Theme with Research Related to Market Orientation?

The topics used in the works that are the subject of research continue to experience a shift in question, especially from recently published works compared to published works. It shows the development that has been done. Market Orientation research consists of themes represented by rectangles that are used in larger sizes.

Figure 12 shows that the themes are divided into two parts. There are 5 themes listed with different sizes depending on the use of the theme and located on the left side shows some of the widely used themes from 1975 to 2008. The topic “Marketing” came first, followed by the topic “Human”. The right side shows the most used themes from 2009 to 2021. There are 4 themes, of which the first evolutionary theme of the previous period is “Human”, which is an extension of one. Number of topics represented by arrays of colors. Concerning “Humans” is a topic that is still discussed to this day.

2.5 Data Analysis

Bibliographic data recorded in.ris (format in RIS file) will be viewed using Vosviewer software. VOSViewer is a computer program that can be developed for the construction and visualization of bibliographic maps. Provides text mining that can be used to build and visualize networks/relationships (correlation) in the citation of an article/publication. Through VOSViewer we can display large bibliometric maps in a way that is easy to interpret a relationship [43].

Visualization of Topic Areas Using Vosviewer. In this section, to visualize the results based on frequently occurring keywords we use bibliometric analysis. This is very useful

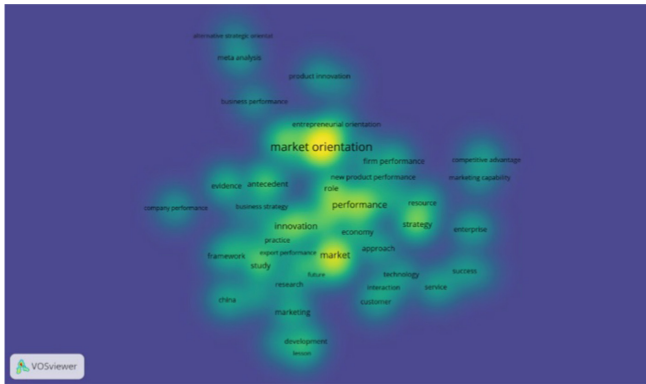


Fig. 15. Scopus database density visualization using Vosviewer.

topic, we can see for example the keywords “market” and “performance”. This type of topic is a completely new direction for researchers based on a set of terms.

3 Conclusion

This have a look at makes use of bibliometric evaluation to study all peer-reviewed journals from the Scopus withinside the marketplace fashion studies area. It assesses the subject of municipal bonds the usage of textual content evaluation from 1975 to 2020. The R “biblioshiny” presents the community and key studies topics. We have recognized studies networks withinside the marketplace steering literature the usage of cross-occasion networks. This search network is “marketing” and “performance”. The results of this study show the Most Relevant Sources, Influence Sources, Source Growth, Most Relevant Authors, Top Authors Production Over Time, Most Relevant Words, Word Clouds, Word Tree Maps, and The Most Relevant Dynamic Words for future studies.

The limitations need to be considered in this paper is the review data set is collected solely from the Scopus database. Therefore, further research can be added another databases such as the Springer, Web of Science (WoS), etc. In particular, the analysis can be extended to the investigation of widely cited papers. Market orientation is one of the important ways to improve business performance. Especially because the focus of this strategy is on customer satisfaction, so you will try your best to maintain the quality of service to meet customer expectations.

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