Rethinking Market Orientation of Universities in Morocco: an Internal Stakeholders Orientation

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Abstract—International rankings of universities, the diversity of stakeholders, the emergence of competition at National and International Massification, professionalization Studies, diversification of funding sources, empowerment and contracts are nowadays a great pressure on the international universities, as in the case of Morocco to seek new strategies entering the search quality of the educational system in Morocco. It is in this context that fits the subject of this article. We seek to find areas of convergence between market orientation, social responsibility and human resources management in the case of Moroccan universities and convince a mixed approach of all these elements could lead to a organizational performance, namely for those universities in Morocco.


I. INTRODUCTION

Since the dawn of Commerce Many organizations even in developed countries and in countries in the developing world have understood the importance of relationship marketing or at least some methods of listening to customers. However, customers are not the unique actors which lead to the good functioning of these organizations. Indeed, there are other targets to which we must pay more attention to ensure their survival in the long term. Indeed, it is the stakeholders that need to be integrated into the Strategic Thinking for improved organizational performance. Maybe 'the customer' is a key player in the organization, but their is entities that are not far less important. For example, in distribution, we have developed a new type of marketing called "Trade Marketing" because of the importance of the relationship between suppliers and distributors. Therefore, it is not enough to be customer-oriented, but it would be interesting to study the integration of other orientations namely 'competition orientation', 'supplier orientation', 'Distributor orientation'. In short, it is an orientation towards the market in general. "Market orientation is a fundamental theme in contemporary marketing research has often been positively correlated with organizational performance along the literature."Thus, [1] had the idea to develop for the first time a new paradigm in marketing named "Market orientation". In fact, he had two objectives:

- The first is related to the internal environment of the organization: they seek to involve all members of the organization in a horizontal and vertical development strategies Marketing using transversal Management;
- The second touched the external environment of the organization: to convince organizations to integrate a new kinds of stakeholders;

Certainly, the conceptual framework of "market orientation" was developed with the pioneering [1]. But since that date some researchers ([2] and [3]; [4]), do significant efforts to build the theoretical and empirical gaps giving rise to a real stream of research in Marketing’. However, despite the existence of many experts who have provided abundant evidence in the literature linking the adoption of market orientation with organizational performance ([5], [6], [7]; [8], [9], [10]; [11]; [12], [13]), others postulate that the organization and the environment can influence the implementation of market orientation particularly in developing countries ([14]; [15]; [16]).

II. A BEHAVIORAL APPROACH

Have noted that before 1990, little attention has been devoted to "the implementation of the Marketing concept" within organizations. So, they tried through their paper "Market orientation: the construct, research propositions, and managerial implications" (1990) to clarify the domain of the construct of market orientation, developing research proposals, and a theoretical framework of this concept. These authors were then the initiators of the theory of market orientation. The concept was then defined as a behavioral perspective. Thus, they distinguished three characteristic behaviors, which were called also components of market orientation: the generation of information on the market (Market intelligence generation), the information dissemination (wide dissemination intelligence) and the organizational response to market (Responsiveness). The generation of information means that 'all departments and services of the organization together, horizontally and vertically participate in the generation of market intelligence (market intelligence). Which mean that departments have to collect current and future needs of consumers [17] as well as exogenous factors that affect these needs such as competition, regulation, policy, technology, and other environmental factors. Dissemination of information means the dissemination of information collected from the targets of the organization between all departments or services of the organization. Responsiveness called also 'Reaction to information' means the organizational response to all information collected and disseminated between different services and departments. [1] Drew attention to the basic pillars of marketing: "Market orientation is the generation of intelligence about current and future customers needs,
III. A CULTURAL APPROACH

During the year 1990 [8] defined market orientation as using a cultural perspective. So according to [8], Market orientation is "the culture induced behaviors needed to put a higher value to consumers on an ongoing basis." [8] also gave another definition of market orientation with emphasis on market orientation components namely 'customer orientation', 'competitor orientation' and 'cross-functional coordination '. However according to these authors, market orientation is the culture of the staff in an organization using effective behavior in order to create superior value for customers, "they argue that market orientation" has three components behavior - customer orientation, the competitor orientation, and cross-functional coordination - and two decision criteria - long-term vision and profitability. [20] have also paid particular attention to this new paradigm in marketing, showing the importance of 'stakeholder orientation': "This is a set of beliefs of managers and employees which consider the interests of 'consumer' and stakeholders as a priority in the organization, in order to develop a long term profitability. " [21] Defines market orientation as "a set of fundamental beliefs shared by its members and is an unconscious way to build a shared vision of the organization and its environment, considered to be universal." [5] Defines Market orientation as "a set of skills in understanding and higher customer satisfaction, which is part of a culture more deeply embedded and distributed in the company." [22] Defines Market orientation as "the extent to which an organization is perceived to act in a coordinated manner, customers and competitors. They confirm the components of Market orientation dictated by [8] as follows: customer orientation, competitor orientation and cross-functional coordination. Also, [23] define market orientation as the last stage of growth or 'organizational maturity'. This definition has been confirmed by several authors such as [24]. These authors believe that market orientation has been created to develop several business trends [25]. The culture of the market orientation is a culture designated group to create more customer value high performing actions required through the means available effectively and efficiently. Through the above definitions we can summarize the guidance of market orientation by the following schematic below:

![Schematic of Market Orientation Components](image)

**Figure N2:** The first components of market orientation as a cultural approach

IV. ORIENTATION STAKEHOLDERS (FOCUS ON THE STAFF)

Since the first research on market orientation, the cultural perspective has recognized the need to satisfy stakeholders, such as customers, competitors, suppliers and distributors by developing orientations for each one. In order to understand each of them in order to achieve a long term creation of value. However, the stakeholder management aims to extend the interest of organizations to all those stakeholders who are holding strategic resources for the survival of organizations ([26]; [27]; [28]). Obviously, organization suffered from pressure of the environment to which it must respond. [20] emphasize the need not to neglect other stakeholders like, managers and employees.” However, there are stakeholders cited by the literature review as competitors, suppliers and distributors as external stakeholders. However, [29] distinguish four types of stakeholders (organizational Regulative, civil and Media). Organizational stakeholders are those who have a close relationship with the organization as: customers, suppliers, employees, suppliers and distributors. Regulatory Stakeholders are those that include systems of government policy (State and Local communities ...), economic (Central Bank, World Trade Organization ...) and even professional associations before exercising legislative and regulatory [30]. Civil Stakeholders as civil means any pressure group with the capacity to mobilize public opinion in a favorable or unfavorable direction of the goals of the organization such as trade unions and associations. Finally, media stakeholders mean that the media can also the performance of the organization [31]. [32], [33] emphasize the need to appoint agents which can affect the performance of an organization. Hence the definition of market orientation depending on the results of strategic stakeholders should be
strategic segmentation, targeting and prioritization taking into account all the constraints of the organization that it is financial, cultural... By integrating the concept of stakeholders, the definition of market orientation is “the generation of information on stakeholders, dissemination of the information collected within the organization and the organizational response.”

V. A MIXED PERSPECTIVE FOR THE CASE OF THE UNIVERSITY IN MOROCCO

The behavioral perspective has given three main components of market orientation is the generation of market intelligence, dissemination of the intelligence and organizational response. However, the cultural perspective has mostly focused more on customer orientation different orientations as orientation competitor, supplier orientation, orientation Distributor, employee orientation, orientation shareholders.... In short, this perspective makes us understand that the organization should manage other targets to ensure its existence and possible organizational performance. More, management of stakeholders has proven the importance of stakeholders who are by definition, holding strategic resources for the survival of the organization ([34]; [35]; [28]). Universities in Morocco are nowadays facing many stakeholders whose long-term satisfaction through the creation of value could lead to organizational performance. Thus, the perspective chosen is a mixed perspective. The behavioral components namely: the generation of information on stakeholders, dissemination of this information between the different departments of the organization and organizational response. On the other hand, it integrates stakeholders from the cultural approach and the management of stakeholder management. Thus, we propose a definition of market orientation by adopting a mixed perspective: “Market orientation is the generation of information on stakeholders outside the organization, dissemination of this information through the various departments of the organization and the organizational response.” Satisfaction of all parts of the organization of a university or any other mission is utopian because the organization has limited financial resources on one side, in the other side , the market orientation is a culture to inculcate. Thus, it should commit sufficient time for a proper organizational learning for the successful implementation of this strategy. The logical solution would be to adopt a strategy of segmentation and targeting stakeholders are most important to the organization. Then it is' a Marketing stakeholders to the organization in a progressive terms of time and according to their degree of impact on the organization. “Since the 1990s until today the authors of the market orientation are simply ‘marketing the Marketing mindset ”by proving the existence of a positive relationship between Market orientation and Performance. Over the years, all the literature review seeks to convince organizations to inculcate a culture of customer satisfaction, and even stakeholders of the organization in all these departments. The implementation of this marketing mindset will be realized by integrating the entire staff of the organization, regardless of their level in the hierarchy, the generation of market intelligence, dissemination at all levels of the organization and in response to market "in order to create added value on an ongoing basis for internal and external stakeholders of the organization.

VI. CONSEQUENCES OF THE MARKET ORIENTATION

This section aims to identify the possible consequences of market orientation. According to the literature there are four major categories of consequences including: business performance, organizational commitment of employees, team spirit and customer satisfaction. ([1]; [7]). There are at least three different types of consequences of market orientation have been identified from the literature market orientation, including the performance of companies, employees organizational commitment, esprit de corps, and regular customer and customer satisfaction ([1]; [7]). On the performance of the organization, [36] suggested that it should be considered not only as economic performance (business performance), but it can also be non-economic one as Customer satisfaction, social acceptance, employee satisfaction ... Indeed, [7] found examples of non-economic performance namely organizational commitment and esprit de corps. The economic performance of an organization can be summarized in a number of financial indicators such as market share, return on investment, profit, sales volume, product quality, and overall financial situation, while the non-economic performance is rather qualitative as customer satisfaction, customer loyalty and esprit de corps of the business ([8]; [7]; [37]).

VII. HUMAN RESOURCE MANAGEMENT AND SOCIAL RESPONSIBILITY

The fact of reconciling the logic of economic efficiency with social and environmental principles of the approach of social responsibility and Social Development. Also, The changing role of HRM into a strategic advantage is a prerequisite for companies in the developed courtiers and even in developing ones what profit or not, who want to implement actions that serve to promote the principles social responsibility. One of keys of Human Resource
Management is creating a cultural organization of social responsibility, while recognizing the importance of quality products and services, innovation, organizational flexibility and organizational performance. The theory has shown that The social responsibility is positively related to organization performance ([38]; [39], [40]; [41]). Concerning the social responsibility approach, the strategic partner model comes from: the growth and complexity of organizations, which are influenced by significant changes in the economy, the flexibility in labor relations and the impact of new technologies of information and communication on the organization of work. In the model of strategic partner, human resource management influences the development of the business strategy. Its main task is the involvement of people and change management. The emergence of societal values that reflect a new work ethic on the part of even employees (organizational behaviors of good citizens, mobilization and performance) and employers (recovery of the right to privacy of employees, principles of organizational justice, respect the integrity and welfare of employees, writing a code of ethics, defining suitable conditions of work) creates a new area of influence and action for human resource professionals as strategic partners. The human resources department is likely to establish policies and practices enhancing the principles of social responsibility in order to attract and retain the workforce in the company. Such an approach increase organizational commitment. Also, human resource management role as a strategic partner have succeed the harmonizing of: economic, social and environment at the same time [42]. This alignment can be done by: the deployment of social responsibility actions, monitoring, reporting and verification of game rules, the implementation of ethical principles change management to carry out the implementation process of social responsibility, the implementation of policies and human resource management practices enhancing the values of social responsibility, while accepting the contradictions of workplace flexibility, socio-political issues, skills development... In sum, Human resource Management will be better geared to attract more potential candidates, retain employees, improve productivity, motivate employees and improve organizational reputation of the company. Human Resource Management system from a strategic perspective can contribute significantly to implement the principles and practices of social responsibility in a perspective that seeks to reconcile the one hand its mandate to contribute to the economic efficiency of the organization and secondly to promote social equity in its mission which is manifested in the form of a concern for the well-being of all employees.

**VIII. BALANCE BETWEEN MARKET ORIENTATION, SOCIAL RESPONSIBILITY, HUMAN RESOURCE MANAGEMENT: CASE OF UNIVERSITIES IN MOROCCO**

Morocco has known several reforms and reforms of reforms since the National Charter for Education and Training system until the emergency plan that begins to end. Certainly, reports from international bodies are not appeared but from informal speech at the Presidency, government, between teachers and even students between the Moroccan educational system, ie for the case of universities suffer from several gaps. The purpose of this work was mainly to propose outlook said while showing the convergence between the fields of market orientation, the corporate social responsibility (CSR) and Human Resources Management. Indeed, from the definitions of market orientation cited above, "orientation internal stakeholders: namely" personal orientation "is a component of market orientation may lead to organizational performance. So if the university is oriented market, it should perform a Marketing Human Resources: it is considered as targets loyalty while adopting "the generation of market intelligence on staff loyalty," "dissemination this intelligence across departments and organization department "while adopting a cross" and finally "organizational response" that is to say, the proper strategies and tactics in response to market intelligence. Thus, market orientation appears as a new track Social Responsibility organizations and at the same time Human Resources.

**IX. CONCLUSION**

The purpose of this work is to help universities in the future implementation of Market orientation when the competition will be more and more important, by providing recommendations and reflection on the relationship between market orientation, CSR (CSR) and human resource management. This work is likely to be explored by empirical studies in order to validate this hypothesis Research. We would like to offer Moroccan universities to adopt a market orientation using as target loyalty: the staff to be socially responsible as a new approach to human resource management and to achieve long-term organizational performance of these universities. We would encourage them to inculcate a culture of employee satisfaction (employees), and even a major stakeholder of the organization in all these departments. The implementation of this marketing mindset will be realized by integrating the entire staff of the organization, regardless of their level in the hierarchy, the generation of market intelligence, dissemination at all levels of the organization and in response to market "in order to create added value on an ongoing basis for the organization's staff. Research Perspectives The definition on the market orientation that we proposed could be generalized to other organizations even profit, and in developing countries, this one hand. On the other hand, the process of generalization of intelligence, dissemination of intelligence and organizational response could also affect other internal and external stakeholders of the organization. However, there should be an emphasis on 'employees' who are also the most important stakeholders of the organization. Indeed, these stakeholders will determine the success of the process of intelligence relating to stakeholders. Efforts will be undertaken to achieve esprit de corps and organizational commitment on the part of these
employees. The definition that we proposed only affects current and future needs of stakeholders. Of course, these are not always aware of things that can meet. However, the integration of innovation should be included in the definition of market orientation, and another component may be added: Guidance innovation.

REFERENCES


AUTHOR BIOGRAPHY

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