

ENHANCING MARKET ORIENTATION OF FIRMS: BUILDING AMBIDEXTERITY THROUGH ORGANIZATIONAL CONTEXT

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Abstract

Market Orientation of firms although critical for the sustained success of organizations has received relatively little attention from the perspective of how firms acquire ambidextrous characteristics. Accordingly, how firms achieve better market orientation through the ambidexterity perspective is the focus of the paper. Studies have been done in terms of how organizational context mechanisms have been used for delivering higher and better market orientation of firms. Is market orientation achieved through context or through an intermediate capability? It has been reported that firms with high market orientation are good at both exploiting the current requirements as also exploring the future requirements of customers. As such, it is quite obvious that firms develop capabilities of ambidexterity which aids or facilitates higher market orientation of firms.

The research is an attempt to explore the relationship between organizational context, ambidexterity and market orientation of firms using a predicted relationship between the variables mentioned.

The research process first elaborates on the concept of market orientation, ambidexterity and organizational context and tries to establish a relationship between them. Further, the arguments are strengthened in terms of trying to establish whether ambidexterity is a mediating or moderating variable in driving market orientation of firms through an empirical study of five matured firms in diverse industries.

Keywords: Market orientation, ambidexterity, organizational context.