

Received: 15 October 2023

Revised: 7 January 2024

Accepted: 8 January 2024

THE INFLUENCE OF LEARNING-ORIENTATION ON PERFORMANCE OF JOB: INDIVIDUAL MARKET-ORIENTATION AS A MEDIATOR IN THAILAND FINANCIAL INSTITUTIONS

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Abstract

This study aims to investigate whether individual market orientation (IMO) makes learning orientation (LO) easier to establish before affecting business to business performance of salespersons in the banking sector. In addition, through a structured questionnaire, data were collected from 490 business to business salespersons from foreign and local financial firms operating in Bangkok, Thailand. The IMO scale was utilized to assess the behavior of market orientation (MO), in particular with respect to coordination of strategic response (COSR), information dissemination (ID) and information acquisition (IA). For the analysis of the proposed hypotheses, the data were analyzed through PLS-SEM. Information Propagation and coordination of strategic response have been reported to influence the relationship between education and job performance (JP) with a significant intervention impact. The findings of the study indicate that the correlation between LO and JP is significantly mediated by ID and COSR. Salespersons with strong learning principles are well positioned to respond to and disseminate new information related to market. Finally, such activities enabled them to achieve a high level of JP. Through monitoring and assessing their salespeople's market-oriented behavior, companies can focus on market-oriented performance assessment and appropriate training of skills. This study strengthens the current body of knowledge on IMO and LO by introducing a framework that is empirically validated as a reliable and valid indicator of JP.

Keywords: Learning Orientation, Individual Market Orientation, Job Performance**Citation Information:** Sriyakul, T., Pamornmast, C., & Vipaporn, T. (2023). The Influence of Learning-Orientation on Performance of Job: Individual Market-Orientation as a Mediator in Thailand Financial Institutions. *Asian Education and Learning Review*, 1(2), 48-61. <https://doi.org/10.14456/aclr.2023.9>

Introduction

Although customers have always been an important source of knowledge that is particularly beneficial for companies, such as banking industry, customer's knowledge management is often linked to resources of data based on customer relationship management (CRM) system and database, rather than relationship resources powered by market-based behavior and individual sales people's learning capabilities (Tseng, 2016). As society accepts a large-scale data trend, the awareness of information technology created by personal interaction is dominated. There is also a possibility of decreasing the value of simple personal experience due to undue dependence on transactional data (Annabi & Garcia-Murillo, 2002). Building links with consumers in a high-touch B2B marketing setting requires human capital to be its key resources. More complex and customer-sensitive experiences, like value co-creation and customer experience, are lacking in the conventional practice of customer relationship management, which relies heavily on computerized tools for explicit customer knowledge (Leibold, Gibbert & Probst, 2002). In this respect, salespersons are also encouraged to develop their market-related skills in order to meet challenging success matrices and changing business climate rules.

The financial and banking services industry in Thailand is renowned for dramatic changes in regulations and market offerings. Business-to-business salespersons of banks also face extroverted demands: to generate revenue from the use of banking services or from sales to the business banking division and to ensure that the bank's interest is well maintained and reduced credit risk. The key tasks of business-to-business salespersons with win-win and positive customer relationships are the right candidates for the analysis. The nature of their task therefore requires extremely constructive behaviors. Success of business-to-business salespersons is not simply a matter of fulfilling the traditional job requirement to achieve the required amount of leads or sales; they need their capacity to meet the needs of customers and to analyze the customers risk return profile in a sound manner. There are two important commonly cited theories, such as Jaworski & Kohli (1990) market-orientation and Slater & Narver (1990) market-orientation, which researched market-orientation almost three decades ago. Until now, the concept of market orientation has formed, transcended and disseminated individual employees through the organisational context. The latest market-oriented literature shows that the shift towards more performance metrics is increasingly fragmented from its earlier impact on corporate success (Johlke & Iyer, 2015). In the context of financial and industrial services sector, individual level behavioral research provides a new perception for a process-oriented approach to market orientation, as organisational performance and market orientation analysis fields have become more concentrated in current literature (Cheng, 2014). The situation in Thailand has made it increasingly difficult for financial firms to maintain strong resource growth through strict capital standards, turbulent economic powers and rising competition. The main focus remains on the business-to-business salespersons due to the significance of corporate banking resources within the strategy. For these institutions to be successful, their capacity to cope to market competition in a resilient manner is vital. The impact of market-orientation on creativity between companies in a country such as Thailand with a collectivist society and rapidly growing economic activity is much better than those with high economic conditions and an individualistic society (Souisa, 2018). Empirical analysis of IMO and LO from a theoretical perspective is yet in the initial phase, as not much work has been carried out on the MO at employee unit of analysis or individual level (Kraus, Lam & Ahearne, 2010; McNaughton & Schlosser, 2009). Zhang, Dong, Hinsch & Zou (2016) also suggested that further market orientation research ought to be based on construct predictors and outcomes, rather than on a single aggregate method. From these viewpoints, the current study aims to examine the role of LO in predicting JP of business to business salespersons and the mediating impact of IMO on the correlation among OL and JP by splitting it into three

separate dimensions. The explanation is that the role of B2B salespersons is appears to be guided by the behavior, especially in the sharing, acquisition and use of information by customers (Anaza, Inyang & Saavedra, 2018).

Literature Review

Conceptualization of Learning Orientation (LO)

It is well established that individuals have to learn either formally (training and education) or informally (peer support, job experience and mentoring). The subject of learning is not only synonymous with the fields of education and pedagogy, but also with the fields of organisational behavior and psychology. Social learning theory is one of the most influential psychological theories, which posits that social learning is a cognitive mechanism rather than behavioral mechanism which includes replication of behaviors, demonstration and observation that are learned through social experiences (Bandura & Walters, 1977). This theory was then expended as a social cognitive theory, covering support environment and personal experience as elements which encourage individuals to learn (Bandura, 1986). Essentially, LO is referred to as the preferences of employees to master and develop their work-related abilities and skills. A person's propensity to focus on the development of skills and self-improvement over the goal of social recognition has been the advantage of learning orientation. Keeping in view, researchers have examined contradictory anomalies of LO vs performance orientation (Ekhsan, Badrianto, Fahlevi & Rabiah, 2019; Mahmoud, Blankson, Owusu-Frimpong, Nwankwo & Trang, 2016). Although, individuals with LO have altruistic motivations to develop abilities and skills to produce better results, whereas individuals with an emphasis on performance orientation are motivated by accomplishments and are likely to seek explicit approval from colleagues. Therefore, LO is perceived to be the key mover for strategic edge. Employees' orientation for learning can be categorized into attitudes and behavior (Holloway & Park, 2003). The attitudinal perspective of LO represents employees' cognitive perceptions of learning, whereas behavioral perspective describes employees' actual learning behavior.

Conceptualization of Individual Market Orientation (IMO)

Customer knowledge management (CKM) research focuses on the combination of knowledge management and CRM practices. Customer knowledge management can be viewed as an outcome of knowledge management as well as customer relationship management supporting each other for positive outcomes, such as business profitability and relationship quality (Leibold et al., 2002; Tseng, 2016). CKM Studies therefore provide salespersons in the service sector with a better understanding of specific capabilities at all levels. The basic idea of CKM is close to the MO approach (Salojärvi, Saarenketo & Puumalainen, 2013). In order to shape the long-term relationship of valuable customers, both have a process-oriented viewpoint for knowledge transfer between customers and firms. Jaworski & Kohli (1990) viewed the concept of MO as an organisational behavior for the dissemination, generation and response of market intelligence. In addition, market intelligence is referred to as customers' knowledge of current and future customers' knowledge of the market and their needs, especially in the field of competition and the offerings and development of the industry. The orientation of the market is also described as 'a company's capacity to generate market awareness and use that awareness for the purpose of achieving superior consumer value' in its business process (Acosta, Crespo & Agudo, 2018). Likewise, MO is referred to as "the ability of a firm to generate knowledge about markets and use this knowledge in its business processes for the creation of superior customer value" (Van Raaij & Stoelhorst, 2008). It was still recently, following calls from researchers, that individual commitment and roles in terms of the MO should be further investigated in the literature pertaining to MO (Lings & Greenley, 2010; Lopez & Carr, 2007). In addition, Kraus et al. (2010) asserted that studies involving MO, their level of analysis should be extended to the individual level from the organisational level to mirror the market-

focused activities of individual members of the company. The IMO construct was introduced by McNaughton & Schlosser (2009), which is Jaworski & Kohli (1990) revised version of market orientation. Coordination of strategic response, information dissemination and information acquisition are the respective facets of individual market orientation (McNaughton & Schlosser, 2009).

Relationship between IMO and Job Performance (JP)

Within the focus of the current research, JP is referred to as defined and in-role performance involving behavior based on implicit customs at work or explicit responsibilities as set out in organisational documents (William & Anderson, 1991). Until almost a decade ago, most of the market-oriented studies were carried out at organizational level. Therefore, JP of employees was outside the scope of the researchers of market orientation. By validating the IMO variable, scholars sought to develop their causal effect relation on individual outcomes of performance (McNaughton & Schlosser, 2009). Empirical researches on IMO in current literature have gained slow momentum over the past few decade. Such researches seem to have an important impact of IMO on performance outcomes. Nevertheless, the results on IMO and JP have indeed been disorganized as a result of a different interpretation of the market orientation. For example, market orientation behaviors of salespersons had an indirect effect on sales performance in the Taiwanese financial firms by means of sales planning and adaptive selling (Rivas, Chen & Wu, 2018). In addition, customer orientation and the market orientation should be clearly demarcated. In view of this, the focus of customer orientation is on the customer's immediate satisfaction and current needs within a short-term. Thus, MO focuses on consumer awareness, both for prospective customers and for long-term value development by assessing their current and future requirements (Kraus et al., 2010). Nevertheless, in these studies, a composite and aggregate concept of the IMO was carried out. Thus, the salespersons actual customer experience and the impact of how such activities on their JP is still not clear.

Relationship between LO, IMO and JP

For each person within the organisation, the LO differs. Salespersons who want to explore and learn new things are more likely to collect and distribute knowledge from customers than others. Therefore, learning constructs are vital cognitive elements in the field of market orientation, which consistently receive a strong research interest. In contrast to personality variations, cognitive variables are more likely to affect work performance (Brantley, Borman & Hanson, 2014). This is, in comparison with their positive characteristics, behaviors and personal attributes, their attitude and commitment towards learning is more important in improving the performance of salespersons. Salespeople customer knowledge will through the learning process become a mutual advantage of the company. However, IMO includes the use, dissemination and acquisition of knowledge by customers, such a propensity to learning will interfere with the influence of IMO in terms of the salespersons JP.

The LO construct consists of several leading approaches: such as organisational LO (Sinkula & Baker, 1999) and learning versus performance inspiration (Dwack, 1986). Nevertheless, both the factors of employee expectations and behavior in terms of learning are not clearly specified in these constructs. This statement relates to theory of planned behavior (Ajzen, 2011), which explains that attitudes lead towards intentions and intentions lead towards behavioral outcomes. Holloway & Park (2003) conducted factors analysis and structural modeling involving the variable of LO and found that the variable has two different facets, such as LO behavior and learning attitudes. In relevance to MO, there are many proposals on LO. Moreover, LO and behavior are MO practices outcomes (Beneke, Blampied, Dewar & Soriano, 2016), performance antecedents (Schögel & Herhausen, 2013), mediating variable among MO and performance (Cegarra-Navarro & Jiménez-Jiménez, 2007) and have a mediating effect on the relationship between MO and performance (Sinkula & Baker, 1999). However, MO has a positive and significant indirect impact on innovation through organisational learning

(Srivastava & Raj, 2016). A further analysis indicates that LO has a mediating impact on the association among MO and firm performance (Brettel & Becker, 2017). In such a case, MO has an indirect impact on firm performance rather than a direct impact. This research provides a platform for future researchers based on the limited empirical findings connecting the three variables at an individual level.

Relationship between LO, Information Acquisition (IA) and JP

Salespersons who are oriented towards learning have the ability to improve their own knowledge and skills in customer relationships. Such enthusiastic people would probably express inquiring behaviors that match market-oriented behavior well. Such people might even want to improve their customers knowledge and to be better equipped and better positioned to serve them. Companies dedicated to learning are likely to reach a higher degree of intellectual capability generation and then produce significant economic outcomes (Chung, Ding & Ma, 2019). Even though learning activities and market intelligence roles (through absorption capability of a firm) seemed to be overlapping, these variables are different and can both improve the performance of firms by acquiring and retaining customers (Calantone, Raktin, & Wang, 2016). Salespersons who learn are likely to acquire the best information and input from clients. Therefore, it will produce a productive cycle of quality improvement in service and their JP. The following hypothesis is proposed on the basis of the above literature review: Hypothesis 1: The association between LO and JP is mediated by information acquisition.

Relationship between LO, Information Dissemination (ID) and JP

In order to ensure a fully functioning market orientation, there should be social learning between colleagues and management hierarchies. Market orientation at the individual level is derived from socialization, where it is distributed horizontally between peers and vertically across hierarchies (Kraus et al., 2010). Customer-knowledge resource sharing by intra-firm would enhance the use of customers' knowledge by the employees of the company. Knowledge sharing is a social interaction between the parties that transmits the specific information that is absorbed by other parties. Consumer knowledge absorption by individual can only be achieved by that salesperson's learning tendency. The LO and the sharing of knowledge have not been interrelated only when tacit knowledge has a low level (Lin & Wu, 2013). For all market promotional activities to have a meaningful effect on retention of customers in the minds of salespersons, particularly cross-departmental setting or cross-functional teams, customer knowledge is therefore to be externalized, socialized and articulated. A strong will to learning should be preceded by effective MO and information dissemination (Brettel & Becker, 2017). Therefore, we propose the following hypothesis:

Hypothesis 2: The correlation among LO and JP is mediated by information dissemination.

Relationship between LO, Coordination of Strategic Response (COSR) and JP

Response MO has been proposed to contribute to an increase in the level information exploitation and thus the absorption potential of information (Ulrich, 2016). Institutionalization of positive learning behavior may increase the depth and scope of this information in order to be effectively exploited by rapid responses to customer knowledge. In comparison, regularly gathered information without learning orientation cannot be transformed into valuable data (Haryanto, Haryono & Sawitri, 2017). Learning cultures lead to innovation and cooperation between salespersons and allow them to tailor strategies that add value for their customers. In addition, a number of researches have demonstrated that COSR does not have a significant relationship with firm performance, even though these researches suggested that a positive and significant influence on that particular outcome has been achieved through learning orientation (Cegarra-Navarro & Jiménez-Jiménez, 2007; Mahmoud, Blankson, Owusu-Frimpong, Nwankwo & Trang, 2016). Considering the unclear outcomes and indefinite consensus of past models, it is probable to use COSR as a significant mediating variable among LO and JP. Thus, we hypothesize the following:

Hypothesis 3: The correlation among LO and JP is mediated by COSR.

Research Method

Through cross sectional survey, this research used a causal research design. The population of the current paper are the salespersons of the business to business banking sector in the area of Bangkok, Thailand. Out of 650 distributed questionnaires, 490 were returned with a response rate of 75.38 percent by using purposive sampling. From different departments, sales teams agreed to participate in the research, which included headquarter division, business center, regional office and branches. Questionnaires were distributed to the respondents and it took three months to distribute and receive the questionnaires from the respondents. In addition, out of 490 questionnaires, 25 were excluded because of unusable or incomplete answers and the total sample size of the study was 465 with a response rate of 71.54 percent. For each company, the number of samples selected was determined by the size of each company.

Measurement Scales

The measurement of individual market orientation aspects was adapted from McNaughton & Schlosser (2009). Moreover, the scale of LO developed by Holloway & Park (2003) was used in order to assess the focus of the company on employee well-being. Similarly, the scale of JP developed by William & Anderson (1991) was used in this research. Some marketing and workplace behavior experts validated the adopted/adapted items and several appropriate changes were made to the original scales. A number of important words have been added, whereas complex and vague words have been deleted. The items of IMO were measured on a 5-point Likert type scale ranging from 1 to 5 (Never to Almost always). The items of JP were measured on a 7-point Likert type scale ranging from 1 to 7 (strongly disagree to strongly agree).

Statistical Analysis

This study used SPSS software 23.0 for descriptive statistics. Partial least squares-structural equation modelling (PLS-SEM) using smart PLS 3.0, as the aim of the study was to expand the existing structural theory (e.g. IMO) and variance maximization described in the dependent variable (e.g. JP) (Hair Jr, Hult, Ringle & Sarstedt, 2017). However, PLS-SEM is also considered to be reliable in handling extremely skewed data and for exploratory research making it an important statistical approach in emerging markets (Beneke et al., 2016). Out of 465 valid responses, five have been considered as residuals (e.g. three or more standard deviations are missing the value of mean), exogenous constructs with a case-wise diagnosis were regressed against endogenous construct. This has led to the removal of these multivariate outliers (Hair et al., 2010). The current study carried out a confirmatory factor analysis (CFA) in view of the already developed and soundly based theory of each item (Memon, Ting, Ramayah, Chuah & Cheah, 2017) with the already known number of facets of each variable (Ramayah, Cheah, Chuah, Ting & Memon, 2016).

Research Results

Common Method Bias (CMB)

Using an independent t-test analysis, this study used 460 data for non-response bias. From the analysis, no significant difference was found among early and late responses mean values, therefore indicating that non-response bias is not a concern. In order to address the possible risk of CMB, the SPSS factor analysis tool was used to evaluate Harman's single-factor analysis. The results of the analysis indicate that no single factor is higher than 50 percent, therefore the CMB was not a concern (Podsakoff, MacKenzie, Lee & Podsakoff, 2003).

Assessment of Measurement Model

A two-stage approach that consists of a measurement model (instrument validation) and a structural model (analysis of hypotheses) was used to evaluate the model we developed for this

research. In order to determine convergent validity (CV), internal consistency and discriminant validity, validity and reliability analyses were performed. In addition, internal consistency measures when measurements consistently indicate the same variable, whereas CV is referred to as the level at which the indicators assessing the same variable are consistent by testing the average variance extracted (AVE) from the items of each variable. The factors loading, average variance extracted and composite reliability (CR) of the five latent variables used in the present research are presented in Table 1. Based on Table 1, the values of all item loadings are between 0.655 and 0.921. Similarly, the values of AVE are higher than the threshold value of 0.50 (Hulland, 1999) and the values of CR of all constructs are above 0.70 (Hair Jr et al., 2017). In order to retain the instrument design credibility, the number of items omitted should not be above 20 percent from the original items (Ramayah et al., 2016). The values of AVE and composite reliability showed an acceptable convergent validity for the latent constructs.

The discriminant validity of the latent variables involved is shown in Table 2. Heterotrait-Monotrait (HTMT) method is applied in the estimation and detection of discriminant validity among constructs due to its superiority (Henselar, Ringle & Sarstedt, 2015). The values of HTMT of the indicators do not exceed the threshold value of 0.85 as suggested by (Kline, 2015). The findings revealed that all of the latent variables are genuinely different from each other and therefore provide sufficient evidence for model's discriminant validity.

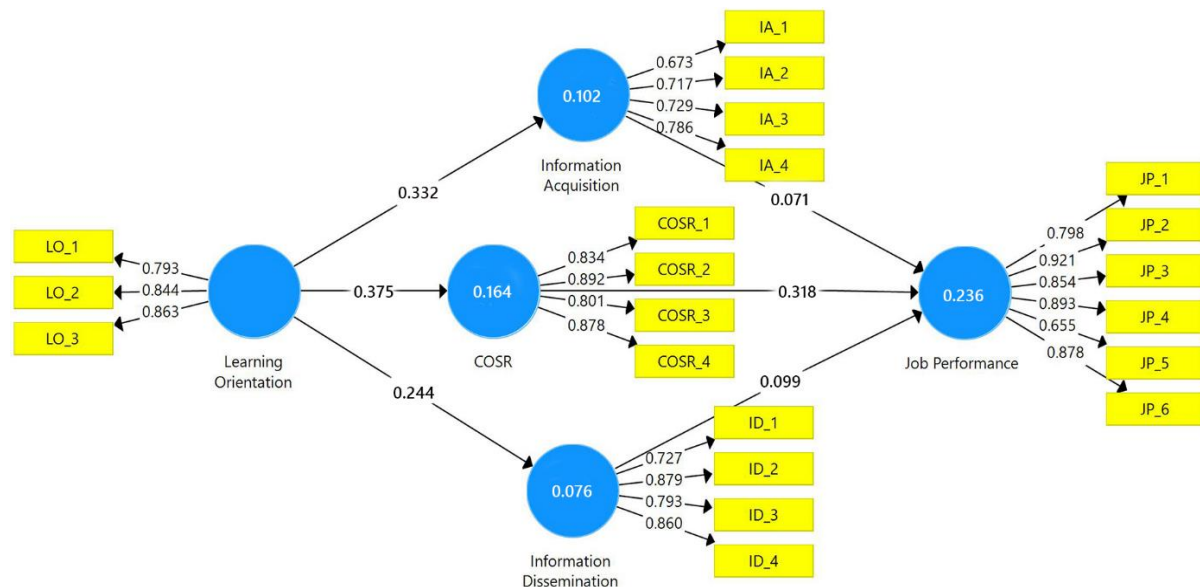


Figure 1 Measurement Model

Table 1 Results of Measurement Model

Variables	Indicators	Loadings	CR	AVE
Job performance	JP_1	0.798	0.864	0.642
	JP_2	0.921		
	JP_3	0.854		
	JP_4	0.893		
	JP_5	0.655		
	JP_6	0.878		
Learning orientation	LO_1	0.793	0.895	0.637
	LO_2	0.844		
	LO_3	0.863		
Coordination of strategic response	COSR_1	0.834	0.856	0.651
	COSR_2	0.892		

	COSR_3	0.801		
	COSR_4	0.878		
Information dissemination	ID_1	0.727	0.837	0.598
	ID_2	0.879		
	ID_3	0.793		
	ID_4	0.860		
Information acquisition	IA_1	0.673	0.838	0.612
	IA_2	0.717		
	IA_3	0.729		
	IA_4	0.786		

Table 2 Discriminant Validity through HTMT Method

Construct	LO	IA	ID	COSR	JP
LO					
IA	0.462				
ID	0.655	0.627			
COSR	0.452	0.438	0.579		
JP	0.328	0.340	0.386	0.344	

Assessment of Structural Model

As a second stage, the structural model was performed using a 5000 resample bootstrapping procedure to check the proposed hypotheses through path analysis in order to generate t-values. On the basis of the assessment of lateral collinearity, the values of variance inflation factor (VIF) ranging from 1.38 to 2.73 were generated in all latent variables. Given the possibility that the value of VIF 5 or greater is considered a possible collinearity issue (Hair Jr et al., 2017). The findings of this study indicate that there is no collinearity issue in the model. Moreover, the findings of the analysis are presented in Table 3. The results of the study indicate significant and positive correlations among LO and all facets of IMO as shown in Table 3. Similarly, the path coefficient values indicate that COSR (beta value = 0.318 and t-value = 4.964) and information dissemination (beta value = 0.099 and t-value = 2.105) have a positive and significant relationship with JP. The value of R^2 is 0.216, implying that individual market orientation constructs explain 21.6 percent variance in JP. To analyze the proposed hypotheses, the bootstrapping procedure by Preacher & Hayes (2008) of the indirect effect was employed as shown in Table 4. Firstly, through information acquisition, we analyzed the indirect impact of LO on JP. The indirect effect has been proved marginal ($b = 0.02$, $p > 0.05$, $t = 1.26$). H1 is not sponsored, therefore. The results indicate that indirect impact is not significant (beta value = 0.030 and t-value = 1.349), thus hypothesis H1 was rejected. Secondly, the indirect impact of LO on JP was evaluated through information dissemination. The results of the findings indicate that indirect impact was significant (beta value = 0.036 and t-value = 1.842). Thus, hypothesis H2 is accepted. Thirdly, we analyzed the indirect impact of LO on JP through COSR. The results of the findings indicate that indirect impact was also significant (beta value = 0.137 and t-value = 0.4.490). The results indicate that there is a statistically significant mediation effect, thus also accepting hypothesis H3.

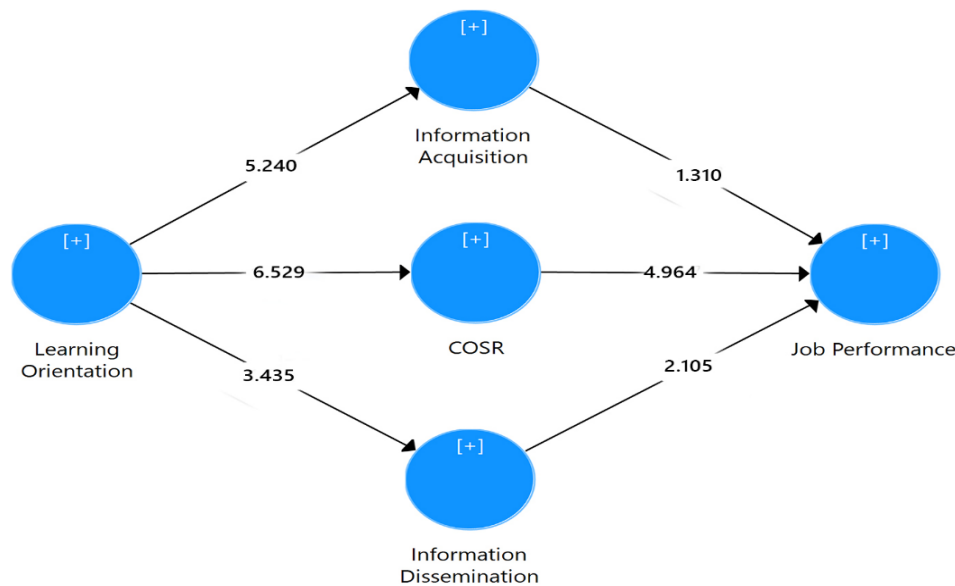


Figure 2 Structural Model

Table 3 Structural Model Results of Direct Effect

Relationship	beta-value	t-value	Decision
IA -> JP	0.071	1.310	Rejected
ID -> JP	0.099	2.105	Accepted
COSR -> JP	0.318	4.964	Accepted
LO -> IA	0.332	5.240	Accepted
LO -> ID	0.244	3.435	Accepted
LO -> COSR	0.375	6.529	Accepted

Table 4 Results of Indirect Effect

Relationship	beta-value	t-value	Decision
LO -> IA -> JP	0.030	1.349	Rejected
LO -> ID -> JP	0.036	1.842	Accepted
LO -> COSR -> JP	0.137	4.490	Accepted

Conclusion and Discussion

The results usually provide new information on MO and LO roles in determining salespersons JP. Past market orientation literature always focused on defining MO as a unidimensional construct at organisational level rather than at an individual level (Blampied et al., 2016; Brettel & Becker, 2017; Mahmoud et al., 2016). Firms that uphold potential learning strategies can respond to and disseminate new information related to market. Learning from mistakes and experience should contribute to the improvement of market-oriented behavior by salespersons from an individual perspective. According to Mueller & Matzler (2011), the sharing of information by salespersons can be affected significantly by LO and the potential indirect impact of information dissemination is to be anticipated and not wholly uncommon. Unlike hypothesis H1, the relationship among LO and JP is not mediated by information acquisition. Surprisingly, various researchers reported almost similar results. For example, with the inclusion of LO, the potential impact of information acquisition on firm performance become nonsignificant.

In a different context, when MO and LO are regressed with outcome (e.g. performance), the impact of LO on performance outcome become nonsignificant, whereas MO still has a significant impact on performance. In addition, the idea is that LO and performance outcome

may have a counterbalancing impact on performance outcome (the first step for former in encouraging change as well as obstructing change for later), particularly when organisational change occurs and salespersons responded differently (Lam, Ahearne, Mathieu & Bolander, 2010). The factor of learning, in particular during times of instability, is extremely resilient in changing firms and market oriented salespersons performance (Brettel & Becker, 2017; Lam et al., 2010). Therefore, when both latent variables are regressed in one model, a mediation framework could undermine theoretical challenges of LO and MO.

Implications

Extensive literature review provides sufficient knowledge on MO and LO roles in determining JP. Nevertheless, the focus of this research is on the individual level, the literature is still scarce, particularly for salespersons. The current study shortens this gap in literature by segregating MO into three different facets in explaining its relation with LO and JP. Evaluating MO as a multidimensional construct rather than unidimensional construct can give better results associated with performance outcome. The current literature on MO and LO at individual level is therefore intended to be extended with this analysis, since limited literature exists within the context of financial and banking sectors. Moreover, In the collection and use of the company's existing customer knowledge, market-orientated salespersons are exemplary. Therefore, these salespersons face major challenges in several areas on their abilities. Firstly, planning ahead their market oriented behaviors for further customers information and which are probably dynamic and unpredictable. Salespersons must therefore take such knowledge meaningfully and perceive customer signals and cues even if they are considered to be irrelevant. Secondly, market information appears to over-saturate or overburden salespeople (Brettel & Becker, 2017). They must act and evaluate in the event that this unproductive knowledge impedes their ability to keep track of customers current and future needs. The management of marketing companies is therefore needed by weighing the urgency and importance of the new customer knowledge in order to reassess their information acquisition and market knowledge strategies. Thirdly, it might be possible for salespersons to stop searching for innovative ways to accomplish outcomes, in particular when competitive landscapes pressurize workers to minimize risks and to ensure that financial or marketing failures are prevented. Effective learning can be useful in addressing this, where workers often represent their current strategies and do not hesitate to challenge their existing proposals.

Limitations and Directions for Further Research

This research is not free from limitations. This research was carried out in business to business banking sector which was geographically restricted to Bangkok, Thailand. However, from a developed country's perspective, it offers fresh insights on IMO. If MO makes it possible for a company to be successful in this competitive environment, then learning behavior and market-oriented behavior of salespeople are the factors which make it possible for a company to focus first and foremost on the market. Potential scholars should consider some ideas as better ways of extending this research scope. In order to understand the influence of these resources on performance of employees, researchers are encouraged to analyze different kinds of internal and external resources, e.g. "inside-out orientation and outside-in orientation". Secondly, although the communication role has not been incorporated into the framework, it provides researchers with an important means of understanding what other types of mediators could help a market-oriented behavior to produce significant results. The correlation among IMO and performance outcome was proposed by a mediator (e.g. communication), thus future researches are required for concept validation in this field. Thirdly, it might be important to investigate how the individual market orientation would convert different customers into new product development performance. The banking sector is generally considered selective in the collection of consumer information.

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Data Availability Statement: The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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