

Market Orientation and Worker Type: Knowledge Workers vs. Talent Workers and Their Influence on the Organization

Dawn Mrozak Mueller¹ & Pradeep Gopalakrishna²

Abstract

Much information exists on market oriented organizations and their links to profitability and performance. There is a paucity of information on the composition of the workforce in market oriented organizations, specifically the ratio of "talent workers" to "knowledge workers." This study analyzed the types of workers that comprise a market-oriented organization versus non-market-oriented organizations such as a federal government agency. A convenience sample of workers in a market oriented organization and non-market oriented organization were surveyed. The data supported the hypotheses that market-oriented organizations have a greater percentage of talent workers than knowledge workers; market-oriented organizations have a greater percentage of talent workers than non-market oriented organizations.

Keywords: market orientation, talent, knowledge, workers, marketing organization

1. Introduction

While certain business functions are precise in their areas of responsibility, such as finance or information technology, marketing and management are areas that operate across multiple functional areas. In the evolution of business and the ways in which business needs to operate, marketing is pervasive. Many organizations employ marketing initiatives to "assist" in launching new efforts to both internal and external audiences and weave marketing throughout as part of being "market oriented." The primary motivation behind a market orientation is improvement of market performance, according to the literature. Narver and Slater (Narver and Slater 1990) developed a valid measure of market orientation, analyzed its effect on business profitability, and demonstrated that a market orientation is the business culture that most effectively and efficiently creates superior value for customers.

Market-orientation emphasizes the organization's responsiveness towards customers' changes in needs and wants (Kohli and Jaworski 1990). In the literature on market-orientation, the emphasis is on the structure of the organization, however there is little written on the composition of the workforce in market-oriented organizations. There is literature on workforce composition and different types of workers and this includes concepts of talent workers and knowledge workers (Chowdhury 2003) and HEROes (Bernoff 2010) but there is little to nothing on the type of workers employed by highly market-oriented organizations. The focus of this study is on the composition of the workforce in highly market-oriented organizations. The topic for exploration is on the very nature of the market-oriented structure, its culture and the people that culture attracts.

¹ Fairleigh Dickinson University, 285 Madison Avenue, Madison, NJ 07940, USA. +1-201-321-6758, Fax: +1 866.829.6051

² Pace University, 1 Pace Plaza, New York, NY 10038, USA.

Top talent is attracted to top-performing environments, of which market oriented companies are identified as top performing, according to Narver and Slater et al. The best talents "flow to the best companies to work for" according to Chowdhury (2003). To grow and prosper, developed and developing societies must nurture, attract, connect and retain "creative knowledge workers" also known as talent workers. The more market oriented a company is, the more likely they are to attract and retain a greater number of talent workers relative to knowledge workers since the environment will be more suitable to their skills. "[Talents] are those individuals whose viewpoint, skill, motivation and need to succeed allow them to develop innovations of value. Creative work comes from individual's of all colors, genders, locations and personal preferences. These must be respected and tapped if development is to be sustained (Pitta, Wood et al. 2008)."

This study will examine whether highly market-oriented organizations have a higher number of talent workers than knowledge workers and if lesser or non-market oriented organizations have more knowledge workers than talent workers. At this time, the study of talent workers and their presence is exogenous to the market-orientation philosophy and set of activities. The concept of knowledge workers was first coined by Drucker (1954) and has garnered attention in the media. There are many "imprecise definitions of knowledge work and knowledge workers," however in spite of this, there are many in advanced countries (e.g. the United States and Europe) (Davenport 2005). It is estimated that at least 25 percent of the U.S. workforce are knowledge workers. A U.S. Department of Education report estimates that 25 percent of the U.S. workforce has the ability to process complex or moderately complex information in mathematical or verbal form and convert it into knowledge. Organizations with a high-degree and quality of knowledge work tend to be the fastest-growing and most profitable and growth industries are those with a greater proportion of knowledge workers.

"Within organizations, knowledge workers tend to be closely aligned with the organization's growth prospects...and knowledge workers are critical to the success of any organization (Davenport 2005)." In Chowdhury's observations on talent workers versus knowledge workers, knowledge workers are those who keep the organization running, adhere to processes and maintain the status quo. Talent workers are portrayed as more likely to break or bend the rules, question the way in which things are done and challenge the status quo. Bernoff and Schadler termed these talent workers, "HEROes: highly empowered and resourceful operatives. They attribute the ability for these workers to operate in ways that go beyond traditional roles to technological advancements and refer to them as knowledge workers for their capacity to use technology and information. For the purposes of this study the "HEROes" describes talent workers, and knowledge workers are those who help maintain the processes in an organization.

1.1. The Role of the Employee in Market-Oriented Organizations

Narver and Slater stated, "If a market orientation were simply a set of activities completely disassociated from the underlying belief system of an organization, than whatever the organization's culture, a market orientation could be implanted by the organization at any time. But such is not what one observes." There is a paucity of research on the attraction of talent workers and knowledge workers to market-oriented companies; however, discussion exists around knowledge workers being associated with specific industries and organizations that tend to be less hierarchical.

Ralston (2007) provides an overview of four types of talent workers using the suits in a deck of cards: Diamond Talents are the creatives that provide the spark for new products and services; Club Talents support the process to make the new ideas come to fruition; Spade Talents ensure projects are completed; Heart Talents keep relationships harmonious. The talents, HEROes, or creatives demonstrate consistent characteristics. The Snowflake 6 trait Model of Creative People (Perkins 1981) lists the characteristics of creative people as 1) Strong commitment to a personal aesthetic 2) ability to excel in finding problems 3) mental mobility 4) willingness to take risks 5) objectivity 6) inner motivation. The HEROes, talent workers, Snowflakes and Diamond Talents are the ones who support the essence of the market-oriented organization. They are the workers who will bend the rules, push the parameters, bring new ideas and challenge the status quo. While most workers are there to support the organization and its objectives, these talents further the collective mission of the company.

Exploring the ratio of talents and knowledge workers to determine if there is a correlation between the levels of market orientation requires inclusion of an organization that is not market oriented. For the purposes of this study, a government agency, which is highly regulated, governed and not market oriented by its very charter, will function as a control group. This will enable further correlations and inferences to be drawn to demonstrate the distinct difference between a non-markets oriented organization with those that are market oriented in varying degrees.

2. Literature Review

Levitt (1960) found that market-oriented firms will challenge existing assumptions about customers, products, and industry paradigms. Narver and Slater (1990) developed a measure of market orientation and analyzed its effect on business profitability. They identify a relationship between sustainable competitive advantage and market orientation and discuss market orientation as a business culture that is the most effective and efficient means to create superior value for customers. Sustainable competitive advantage (SCA) (Porter 1985; Aaker 1989) states that to achieve consistently above-normal market performance, there must be sustainable superior value for customers. Kumar et al (1998) found that there is a sustainable competitive advantage in market orientation and it is greater in firms that adopt a market orientation early. The basis of this study was longitudinal and focused on the performance of 261 organizations over a nine-year period, from 1997 to 2005.

The previous research demonstrates that organizations with a high degree of market orientation realize short-term improvements in sales growth and profitability, increased market share, new product success, customer satisfaction and return on assets when compared to those organizations that were not as highly market oriented (Deshpandé, Farley, and Webster 1993; Jaworski and Kohli 1993; Slater and Narver 1994).

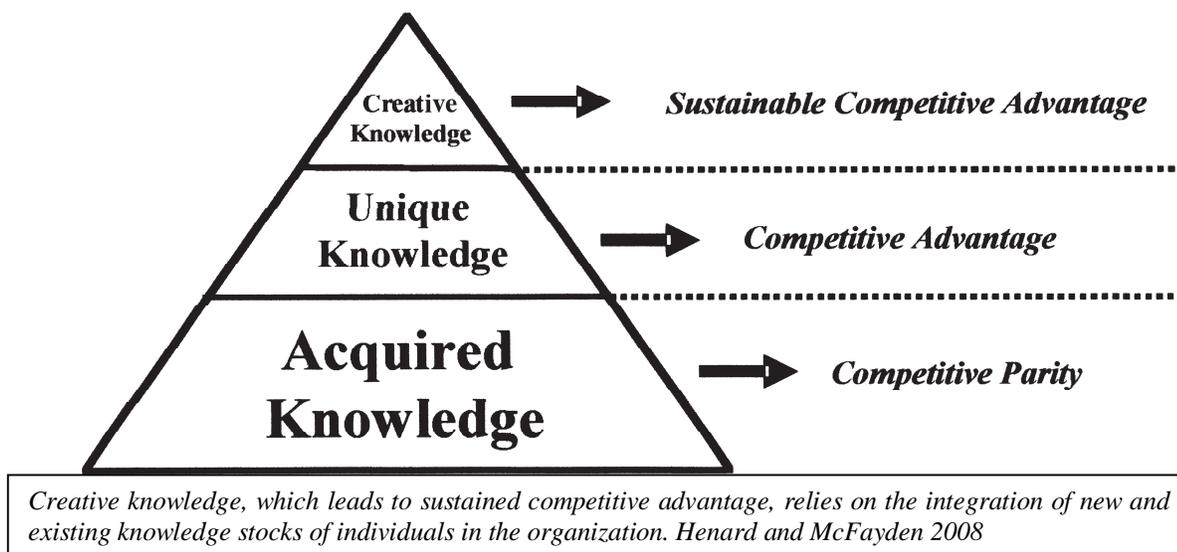
Kohli and Jaworski (1990) define market orientation as "the generation and dissemination of market intelligence that is composed of information about customers' current and future needs and exogenous factors that influence those needs (e.g. competition and government regulation)." They found that profitability was a part of market orientation rather than a consequence of it and the value of information is greater when shared cross-functionally within an organization, however the strategic orientation may be effected by several variables. For example, the competitive environment might act as a moderator and affect the market orientation/performance relationship and numerous studies find that certain strategic orientations are contingent upon the prevailing market dynamics (Day and Wensley 1988; Kohli and Jaworski 1990).

"The attitudes and behaviors of individuals form the collective attitudes and behaviors of the group. Viewed within our current knowledge of the market orientation – firm performance relationship, this individual contribution must play a role in determining organizational performance. Fundamentally, the actions of individuals comprise organizational market orientation, and indirectly influence firm performance through this collective market orientation (Schlosser 2005)." The literature has examples of the influence on market orientation by the individual at the organizational level and supports the premise that the individual worker can contribute to a market orientation structure. Support was found for the significance of the individual employee's disposition toward customers (Brown, Mowen et al. 2002; Kennedy, Lassk et al. 2002; Zhou, Brown et al. 2007). Frequent communication between a manager and subordinates that is not confrontational in nature fosters the development and sustainment of a market orientation (Harris 1999). Harris and Ogbonna (2001) found that a participative leadership style has an influential role in the development of a market orientation.

2.1. Characteristics of Talent Workers

Since the origin of the term knowledge worker, the definition has evolved and been refined. While a number of characteristics are associated with knowledge workers, their evolution has inspired a number of studies and literature on the topic. As each generation of knowledge workers evolves, different classes and the complexity associated continue to garner more fracturing among the topics (Dove 1998; Bogdanowicz and Bailey 2002; 2007; Avedisian and Bennet 2010; Calabrese 2010; Sandie 2011).

The literature on knowledge workers provides a take-away idea that all talents are knowledge workers, but not all knowledge workers are talents. "Knowledge workers may become talents through dedication and a well-defined goal, but most don't make the transformation". Knowledge workers take orders; "they are studious and obedient people." But talents take initiative and under the right circumstances, the creative personality can emerge (Business Line (2004; Henard and McFadyen 2008; Dul, Ceylan et al. 2011). "With a wide access to knowledge, continuous involvement of higher learning could contribute to the creation of multi-tasking, talent workers and lifelong learning among the stakeholders(Habibah 2012)."The creative capability of individual and collective knowledge workers is the fuel that drives a company's engine of innovation and sustainable competitive advantage (Henard and McFadyen 2008; Abbasi, Belhadjali et al. 2009)."Over-reliance on acquired knowledge dampens the creative process (Henard and McFadyen 2008)." Acquired knowledge is most associated with knowledge workers and unique knowledge ties to competitive advantage for an organization based on its workers. Talent workers are how sustainable competitive advantage is attained through their creative knowledge, which builds on acquired and unique knowledge.



High-talent workers were thought to have four fundamental needs which include: recognition, participation in decisions regarding their work, self-realization and predictability in their work and career. The expectation is that the degree to which an organization can address and satisfy these needs will dictate the degree to which it can motivate to peak performance as well as attract and retain top professionals (Nation's Business(1959). "The reality is that talents have long ago looked for factors beyond financial. They know very well that if they choose to invest their future in one particular company then they want to make sure it is the most optimum platform for them to maximize their career potential. This is one consideration that mattered most to talent workers (Murphy 2010).

McCrimmon (1995) stated, "As leadership shifts from the organizational hierarchy to leading edge knowledge workers who are close to the market...The market will force it to accept the leadership of leading edge knowledge workers... A fully market-led organization should require such individuals to prove themselves continually through their performance in any case." This may be interpreted as a trend toward segmenting the knowledge worker base with a faction falling under Chowdhury's talent worker categorization. "Talents are the relatively few people who contribute the most to the organization who need to be recognized, nurtured, and leveraged to maximize the positive results only they can achieve. They are different. They are the stars, and they need to be treated like stars. They contribute more and they need to be compensated more than the knowledge workers(Chowdhury 2002)."

People with deep smarts have many characteristics of the expert, including "the ability to make rapid decisions on the basis of pattern recognition, to extrapolate from the known to the possible, and to make subtle distinctions that are invisible to the novice. They are also able to take a systems view of a product, organization or environment—and to predict interactions and interdependencies. In other words, possessors of deep smarts have the mental capability of a satellite: they can fly over the landscape, grasp the overall situation and then zoom in on critical details and potential problems (Hammer 2004)." This is consistent with Chowdhury's description of talent workers.

2.2. Market Oriented Organizations and Talent Workers

The evolution of the new economy has come in phases. The most impactful was the disavowal by employers of “their obligation to employees with respect to job security and sent a loud and clear message that individuals must take personal responsibility for their own careers (Tulgan 2001).” According to Tulgan, in the current phase, this dynamic between employers and individuals is driving a change from a feudal relationship to one that is market driven.

While McCrimmon does not specifically state that knowledge workers will gravitate to market-oriented companies, the characteristics of the organizations in which they will be found parallel that of market-oriented companies. Top-performing environments attract top talent. Market oriented organizations are focused on results and profitability—organizations that focus on results achieved rather than elements such as time worked, tenure, ratings are more appealing to high-performers, the talents(Tulgan 2001). There is a view market orientation is a social learning process in which workers develop their individual-level market orientation through learned behavior from top managers. These workers then become formal and informal role models of individual-level market orientation behavior to frontline employees(Lam, Kraus et al. 2010).

“In the business context, talent may be defined as ‘capability applied to create value that is recognized and rewarded by primary stakeholders –owners, managers , and customers’ Talented people must know how their jobs fit within the value chain and not only perform the routine tasks well but also excel at the high-leverage components of their jobs(Chowdhury 2003).” Narver and Slater’s behavioral components of the organization can be applied to the characteristics of talent workers. The concept of the “Four Cs” in creating an environment in which talents will work clearly coordinate with the elements of market-orientation: Communication, Cooperation, Collaboration, Commitment(Chowdhury 2002). Collaboration and commitment are the strongest drivers for performance and collaboration generates passion for innovation, excellence and winning.

2.3. Differences between Talent Workers and Knowledge Workers

While all talents are knowledge workers but not all knowledge workers are talents; organizations need both to operate successfully. This study will explore whether the differences and the composition of the organization’s workforce will vary according to the degree of market orientation within the organization. There are six primary differences between knowledge workers and talent workers:

Primary differences between talent and knowledge workers (Chowdhury 2002)

Talent Workers	Knowledge Workers	Commentary
Talents make and break the rules	Knowledge workers conserve the rules	One need not be a genius to be a talent
Talents create	Knowledge workers implement	Talents are a source of ingenuity and creativity. They bring ideas into reality
Talents initiate change	Knowledge workers support change	Talents feel the need to initiate change in advance of the necessity to change
Talents innovate	Knowledge workers learn	Talents are the teachers and knowledge workers are the good students
Talents direct	Knowledge workers act	Talents direct knowledge workers to perform work
Talents inspire and lift people	Knowledge workers receive information and motivation	Talent workers are frustrated when people they are helping fail; knowledge workers don’t understand what talents are after
Talents make an immense contribution and create immense wealth	Knowledge workers share	Does not apply to money only; talents are inspired to make a difference or contribute to society and knowledge workers share in the joy of work and wealth talents create

2.4. Public Sector as a Control Variable

Nawab(Nawab, Ahmad et al. 2011) found that public sector workers are less extrinsically motivated than private sector workers and work motivation among public sector employees and managers differs greatly from those in the private sector. Public sector managers exhibit a motivational profile that is similar to private sector managers at a lower management level (Buelens and Van den Broeck 2007). Nawab et al. found different management approaches were required in public sector vs. private sector and that management techniques cannot be exported successfully from one sector to another because of differences in organizational environments, goals, structures and managerial values. Public organizations are more bureaucratic, public managers are less materialistic and have weaker organizational commitment than their private Sector counterparts and lack the incentives to perform as efficiently as private sector workers. Buelens et al found public sector workers worked significantly fewer hours than private sector workers and public servant workers were "less unconditionally committed" to work (Buelens and Van den Broeck 2007).

3. Methodology

A market-oriented organization and non-market oriented organization will be selected for evaluative purposes---a global, large, business to business, professional services firm and a government agency, respectively. The MARKOR scale (a widely used market orientation measure developed by Kohli et al.) will be used to gauge market orientation.

Chowdhury's Talent Scorecard will be used to assess the concentration of talent workers and composition of the workforce. For the purposes of this study, the different business units of a large, global professional services firm will provide the populations for highly market-oriented organizations and low market oriented organizations. The regulatory nature of the audit business does not allow for cross communication, promotion, customer orientation or inter-functional coordination and is essentially antithetical to a market orientation. The control for market orientation industries is the government and governmental workers.

To determine the presence of talent, an online and hardcopy survey will be administered to a cross-section of employees in both client delivery (those who provide the services to clients) and support services (those who support the professionals delivering services including marketing) in the professional services firm with the goal of 120 employees. The control group of a government agency will consist of 30 government employees, which is highly regulated and governed by many laws and policies, which prevent it from being market oriented.

Using the Talent Scorecard, this study will identify a representative sample of the talent workers in the professional services firm and in the government agency. Through this sample, the hypotheses will be tested.

3.1. Scoring

Chowdhury's recommendation for scoring the talent scorecard is to normalize the scores to a common scale (Chowdhury 2002). The general formula for normalization of scores to some scale range is:

$$\frac{\text{Score}}{\text{Maximum Count}} \times \text{Scale Range} = \text{Position on Scale}$$

The normalized scores will then be plotted along a scale for each respective group using the following:

11	Super Talent
10	Strong Talent
9	Talent
8	Talent
7	Watch for Growth
6	Average
5	Watch for Improvement
4	Questionable Talent
3	Weak opportunity
2	Weak opportunity
1	No talent

An analysis of their intelligence generation and responsiveness with regard to the composition of talent workers and knowledge workers should support H_1 .

3.2. Rationale

The literature is severely lacking in any information on the composition of workforce in a market-oriented organization. Certain organizations, such as the government and other hierarchical companies are unlikely to attract as many talent workers due the reduced degree of market orientation and the need to adhere to more strict policies and procedures.

4. Hypotheses

Top talent is attracted to top-performing environments, the best talents “flow to the best companies to work for (Chowdhury, 2003).” The more market oriented company is the more likely they are to attract and retain a greater number of talent workers relative to knowledge workers since the environment will be more suitable to their skills. Market Orientation will be determined by use of the MARKOR Scale. For purposes of this study, a MARKOR score of 4.0 or greater indicates a degree of market orientation; a score below 3.0 indicates low market orientation.

H_{1a} : Highly market-oriented organizations have a greater ratio of talent workers to knowledge workers than lesser market oriented organizations

H_{1b} : Lesser and non-market-oriented organizations have a lower percentage of talent workers than more highly market oriented organizations

Nawab(Nawab, Ahmad et al. 2011)found that public sector workers are less extrinsically motivated than private sector workers and work motivation among public sector employees and managers differs greatly than those in the private sector. Public sector managers exhibit a motivational profile that is similar to private sector managers at a lower management level (Buelens and Van den Broeck 2007).Nawab et al. found different management approaches were required in public sector vs. private sector and that management techniques cannot be exported successfully from one sector to another because of differences in organizational environments, goals, structures and managerial values. Public organizations are more bureaucratic, public managers are less materialistic and have weaker organizational commitment than their private sector counterparts and lack the incentives to perform as efficiently as private sector workers. Buelens et al. found public sector workers worked significantly fewer hours than private sector workers and public servant workers were “less unconditionally committed” to work (Buelens and Van den Broeck 2007).

Using a government agency, which is highly regulated, governed and not market oriented by its very charter, as a control group, will enable further correlations and inferences to be drawn and demonstrate the distinct difference between a non-markets oriented organization with those that are market oriented in varying degrees. For the purposes of this study, an unnamed agency provides the control group and is compared with the different business units of the professional services firm.

H²: Professional services firms have a greater percentage of talent workers than government agencies For analysis of the variables the following tests were run on the data:

Market-Orientation	# of talent workers	# of knowledge workers
High	<ul style="list-style-type: none"> • Independent samples t-test • Pearson chi-square • Continuity Correction 	
Low	<ul style="list-style-type: none"> • Likelihood Ratio • Fisher's Exact Test • Linear by Linear Association • N of Valid Cases • Contingency coefficient • Levene's Test for Equality of Variances • Descriptive Statistics • Crosstabs 	

5. Data Analysis

Statistics Package for Social Sciences (SPSS) 16 software was used in the analysis of the data gathered. The objective of this quantitative study was to determine the market orientation of and worker type in organizations that were market-oriented and non-market-oriented. The government agency represented the non-market-oriented organizations. This study was guided by several hypotheses which are discussed. This chapter begins with the frequency and percentage summary of demographic information. This was followed by the results of the t-tests to address the research hypotheses presented.

5.1. Summary of Demographic Information

A total of 112 responses to the Talent Scorecard was received via the Qualtrics survey link. There were dropouts at various points with 103 fully complete surveys. Of the categorical questions, 49.1% of the respondents were male, 42.9% were female. Country of origin netted 67.9% of respondents were U.S. born. Length of tenure with the respondents' respective organization was distributed across the range of less than one year (10.7%), one to three years (14.3%), three to five years (15.2%), five to eight years (13.4%), eight to 10 years (8%), 10 to 15 years (17%), and more than 15 years (13.4%) with little difference among the choices. Annual compensation was more concentrated with 30.4% of the respondents in the \$100,001 to \$124,000 range. The ages were also variable wherein the participants had age range of 25-50 years old (15.2%), 31 to 35 years old (11.6%), 36 to 40 years old (17.9%), 41 to 45 years old (17.9%), and 46 to 50 years old (11.6%) with somewhat equal distribution among the choices. Fifty-six percent of the respondents were married and 25% were single, never married. Education-wise, 65.2% of the respondents hold Bachelor's degrees and 22.3% achieved Master's degrees. Organizationally, 28.6% of the respondents support the Consulting function and 29.5% work for the government. Lastly, 83% were talent worker and 12.5% were knowledge worker.

Table 1 summarized the Median statistics of the demographic information of age, compensation, tenure, and level of education. The median value for age of the respondents was in the range of 36 to 45 years old (median =4). The median value for range of annual compensation of the respondents was in the range of \$100,001 to \$125,000 (median =4). The median value for range of tenure with organization of the respondents was in the range of 5 to 8 years (median =4).

Lastly, the median value for range of highest level of education accomplished of the respondents was Bachelor's degree (median =3).

Table 1: Demographic Information Profile Summary Median of Age, Compensation, Tenure, and Education Level.

	Age Range	Range of annual compensation	Tenure with organization	Highest level of education accomplished
Median	36 to 45 years	\$100,001 to \$125,000	5 to 8 years	Bachelor's degree

Table 2 showed the mean comparison of the MARKOR scores of intelligence generation and responsiveness between the different classifications of organizations that respondents work/support. Intelligence generation was highest for respondents working in Financial Advisory ($M = 4.17$), the second highest for respondents working in consulting ($M = 4.13$), and the third highest for respondents working in Audit ($M = 4.00$). Respondents working in government ($M = 2.17$) had the lowest intelligence generation score. For responsiveness, respondents working in Financial Advisory ($M = 4.50$) had the highest responsiveness score and the second highest for respondents working in consulting ($M = 4.19$). Respondents working in government ($M = 2.50$) had the lowest responsiveness score.

Table 2: Descriptive Statistics of by MARKOR Scores Classification of Organization

Classification of organization do you work/support		Intelligence Generation	Responsiveness
Consulting	Mean	4.13	4.19
	N	11	11
	Std. Deviation	0.51	0.77
Tax	Mean	2.72	2.43
	N	1	1
	Std. Deviation	.	.
Audit	Mean	4.00	
	N	1	
	Std. Deviation	.	
Financial Advisory	Mean	4.17	4.50
	N	1	1
	Std. Deviation	.	.
Government	Mean	2.17	2.70
	N	17	17
	Std. Deviation	0.29	0.51
Total	Mean	3.01	3.30
	N	31	30
	Std. Deviation	1.04	0.97

6. Reliability Measure

The reliability of the results of the 26 Talent items was measured. The reliability was tested through the internal consistency of the survey response among the sample of principals to ensure the reliability of the instrument was established. The Cronbach's Alpha statistic was computed as the reliability measure. Table 3 summarized the Cronbach's Alpha reliability statistics for the talent score and the MARKOR scale scores for intelligence generation and responsiveness. Based from Table 3, it can be observed that all of the Cronbach's Alpha statistics for the Talent Survey ($\alpha = 0.93$), MARKOR scale scores for intelligence generation ($\alpha = 0.94$), and responsiveness ($\alpha = 0.92$) were greater than the minimum acceptable value of 0.7 implying that the measures of talent score and the scores for the MARKOR scale were acceptable reliably and internally consistent in measuring the study variables. In fact, the reliability measure was excellent since the Cronbach's alpha value was greater than 0.9.

The Cronbach's Alpha of level of empowerment and level of resourcefulness cannot be computed since each of the variables were measured using one item only.

Table 3: Cronbach's Alpha Reliability Statistics

	Cronbach's Alpha	N of Items
Talent Score	0.93	26
Intelligence Generation (MARKOR Scale)	0.94	18
Responsiveness (MARKOR Scale)	0.92	14

5.2 Statistical Tests

The hypotheses posited that a market oriented organization would have different workforce composition than a non-market oriented organization. Specifically, a market oriented organization would have a greater percentage of talent workers than knowledge workers; a non-market oriented organization would have a lower percentage of talent workers compared to a market oriented organization and a professional services firm would have a higher percentage of talent workers than a government agency. An independent samples t-test was conducted to determine the statistical significance of the difference in the mean MARKORs cores between participants in "Government" organizations and for other types of organizations. The results were presented in Table 1. The Levene's test for equality of variance (LTEV) was first analyzed to determine if the variances are equal or not. The "assumed" row was used in the analysis of mean difference for the MARKOR score of intelligence generation ($F(29) = 3.49, p = 0.07$) and responsiveness ($F(28) = 2.33, p = 0.14$) since the p-values were greater than 0.05 to prove that the variances between groups were equal.

The resulting statistics of the independent sample t-test summarized in Table 2 showed that there was a statistically significant difference in the mean score of intelligence generation ($t(29) = -11.53; p = 0.00$) and responsiveness ($t(28) = -5.42; p = 0.00$) among those in "Government" organizations than for other types of organizations. The t-test results showed that intelligence generation score is lower for "Government" organizations ($M = 2.17$) than for other types of organizations ($M = 4.02$). Also, the responsiveness score is lower for "Government" organizations ($M = 2.70$) than for other types of organizations ($M = 4.08$). In general, the t-test results showed that MARKOR scores were lower for "Government" organizations than for other types of organization. The hypothesis, highly market-oriented organizations have a higher number of talent workers than lesser market oriented organizations was supported.

Table 1: Descriptive Statistics of MARKOR Scores by Type of Organization

	Organization	N	Mean	Std. Deviation	Std. Error Mean
Intelligence Generation	Non-Market Oriented	17	2.17	0.29	0.07
	Market Oriented	14	4.02	0.58	0.16
Responsiveness	Non-Market Oriented	17	2.70	0.51	0.12
	Market Oriented	13	4.08	0.87	0.24

Table 2: Independent Samples Test Results of Difference of MARKOR Scores by Type of Organization

	Levene's Test for Equality of Variances		t-test for Equality of Means			95% Confidence Interval of the Difference			
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Intelligence Generation	3.49	0.07	11.53	29	0.00	-1.85	0.16	-2.18	-1.53
Responsiveness	2.33	0.14	-5.42	28	0.00	-1.37	0.25	-1.89	-0.09

The frequency and percentage breakdown of the number of knowledge workers and talent workers in "Government" organizations and other types of organization were presented in Table 3. The breakdown showed that there were 10 (30.3%) knowledge workers that were in "Government" organizations and 3 (4.6%) knowledge workers that were in other types of organizations. Also, there were 23 (69.7%) talent workers that were in "Government" organizations and 62 (95.4%) talent workers that were in other types of organizations. This supports the hypothesis of lesser and non-market-oriented organizations have fewer talent workers than more highly market oriented organizations.

Table 3: Crosstabs Summary of Knowledge Worker and Talent Worker by Type of Organization

Worker Type		Organization		
		Non-Market Oriented	Market Oriented	Total
Knowledge Worker	Count	10	3	13
	% within Organization	30.3%	4.6%	13.3%
Talent Worker	Count	23	62	85
	% within Organization	69.7%	95.4%	86.7%
Total	Count	33	65	98
	% within Organization	100.0%	100.0%	100.0%

Further testing for the hypotheses of talent workers in market oriented and non-market oriented organizations was conducted. Symmetry measure test was conducted to determine whether the nominal data of the number of knowledge worker and talent worker between "Government" organizations and other types of organization was statistically significant correlated or not. The contingency coefficient was calculated. A level of significance of 0.05 was used in the statistic testing. Statistical correlation was observed if the p-value is less than the level of significance value of 0.05. The contingency coefficient measured was summarized in Table 4. The statistics showed that the number of knowledge workers and talent workers between "Government" organizations and other types of organizations were significantly correlated (Contingency Coefficient = 0.34; $p < .01$). This was because the p-value was less than 0.05. This means that the number of knowledge workers and talent workers was significantly different between "Government" organizations and other types of organizations. Thus, the results supported hypothesis one which was "Highly market-oriented organizations have a higher number of talent workers than lesser market oriented organizations." This was because there were more talent workers in other types of organizations (95.4%) as compared to "Government" organizations (69.7%).

Table 4: Symmetry Measures of Correlation of Number of Knowledge Worker and Talent Worker by Type of Organization

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	0.34	0.00
N of Valid Cases		98	

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.38.

b. Computed only for a 2x2 table

Chi-Square test was conducted to determine whether the percentage comparison of the number of knowledge workers and talent workers between "Government" organizations and other types of organizations was statistically significant or not. A level of significance of 0.05 was used in the statistical testing. Statistical difference was observed if the p-value is less than the level of significance value of 0.05. The Chi-square test result was summarized in Table 5. The statistics showed that the number of knowledge workers and talent workers between "Government" organizations and other types of organization was significantly different ($\chi^2(1) = 12.55; p < .01$). This was because the p-value was less than 0.05. The results supported hypothesis one which was "Highly market-oriented organizations have a higher number of talent workers than lesser market oriented organizations" and hypothesis five, "Professional services firms have more talent workers than government agencies." This was because there were more talent workers in other types of organizations (95.4%) as compared to "Government" organizations (69.7%) or approximately 50 percent more.

Table 5: Chi-Square Test Results of Number of Knowledge Worker and Talent Worker by Type of Organization

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	12.55 ^a	1	0.00		
Continuity Correction ^b	10.42	1	0.00		
Likelihood Ratio	11.92	1	0.00		
Fisher's Exact Test				0.00	0.00
Linear-by-Linear Association	12.43	1	0.00		
N of Valid Cases	98				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.38.

b. Computed only for a 2x2 table

The mean comparison of the talent score between the knowledge workers and talent workers was presented in Table 6. The mean comparison showed that the talent workers ($M = 8.77$) had a higher talent score as compared to knowledge workers ($M = 6.36$).

Table 6: Descriptive Statistics of Talent Score between Knowledge Worker and Talent Worker

TalentWorker	Mean	N	Std. Deviation
Knowledge Worker	6.36	14	.60
Talent Worker	8.77	93	.90
Total	8.45	107	1.19

6.1. Summary

The preceding discussed the summary of the demographic characteristics, the descriptive statistics, and the results of the statistical tests to address the research hypotheses. The model consists of market oriented and non-market oriented organizations and the workforce composition, specifically the ratio of talent workers to knowledge workers in a professional services firm and government agency.

The t-test results showed that MARKOR scores for intelligence generation, responsiveness and overall were lower for Government organizations than for other types of organizations. The chi-square results showed that there were significantly more talent workers in other types of organizations (95.4%) as compared to Government organizations (69.7%).

7. Discussion, Conclusions and Recommendations

The purpose of this study was to examine the relationship between high and low market oriented organizations and the prevalence of talent workers versus knowledge workers. The approach to investigation included a) determining market orientation through use of the MARKOR scale and b) identifying the number of talent workers versus knowledge workers within high and low market oriented organizations. The intention behind studying these aspects was to determine if there is a difference in the types of workers found in market oriented organizations versus lower market oriented organizations since there is a gap in the literature on types of workers and market orientation.

7.1. Results and Implications

The data showed the more highly market oriented organization (professional services firm) had 50 percent more talent workers than knowledge workers when compared to the lower market oriented organization (government). With a ratio of 3:2 talent workers for the professional services firm as compared to the government agency, the hypothesis relating to a prevalence of talent workers in more market oriented organizations than lesser market oriented organizations was supported. This is likely due to the competitive environment in which professional services firms operate as compared to the uncompetitive environment for the government.

The results also support lesser or non-market oriented organizations will have more knowledge workers than market oriented organizations. It is feasible that more market oriented organizations attract and retain employees with stronger attributes which are associated with talent workers and these employees support the market orientation of the organization. This is not to say that a non-market oriented organization lacks talent workers however it does imply the characteristics of talent workers may present challenges in an organization which requires less innovation and more adherence to regulations and policies. The results of the survey showed the professional services organization is more market oriented than the government agency. Being more market oriented is likely due to professional services firms depending on clients to procure services and clients have multiple vendors from which to select for consulting, tax, audit and financial services. The focus for these firms is on external clients and the competitive nature of the professional services environment requires a higher degree of market orientation, especially intelligence generation and responsiveness. The government organization may require less in terms of intelligence generation and responsiveness because there is no potential loss of customers due to the monopolistic nature of government and its lack of competitors.

Professional services firms were found to have more talent workers than government does. This is in part due to the degree of market orientation of the organizations. The percentage of talent workers was higher than anticipated for the government. This could be explained by the predominant number of respondents for the government being federal agents, which requires more flexibility and demonstration of characteristics associated with talent workers. Characteristics like dependability, ethics, honesty and trustworthiness, passion for winning, fact-based decision making, working hard and working smart were consistently given high marks by both the professional services firm and government.

7.2. Study Limitations

Several limitations exist for this study. A convenience sample was used which prevents making broad, sweeping generalizations. The samples size precludes sub-analyses from being conducted.

While the focus of this study is on market oriented organizations and the presence of talent workers as compared to knowledge workers, it would be beneficial to identify these ratios within the various businesses of the professional services organization and by level and tenure in the organizations. A larger sample where there is an equal balance of talent and knowledge workers would reveal more trends in the data and characteristics associated with talent workers. This study was limited to one government agency and one professional services firm. The second limitation is in the assessment of overall degree of market orientation. Further analysis of market orientation would provide a more expansive picture. This information could then be used to determine the aspects of market orientation that are more dominant and if there is a relationship between certain aspects and the ratio of talent workers.

7.3. Recommendations for Further Research

Opportunities for future research exist to address the limitations of this study. Business unit, level and tenure would provide deeper insight into the composition of the workers within the organizations. More in-depth analysis of market orientation would allow further exploration as to which types are stronger in an organization and their influence on the attraction and retention of talent workers. Country of origin should be explored further to determine if there is an association between country of origin, country of residence and their influence on talent workers versus knowledge workers.

References

- New Way To Attract. Nation's Business (pre-1986).(1959) Washington, United States, Washington, Chamber of Commerce of the United States. 47: 82-82.
- "Not all knowledge workers are talents." (2004) Business line: 1-1.
- Business Insight (A Special Report); How to Fill the Talent Gap: Global companies face a perfect storm when it comes to finding the employees they need. (2007) Wall Street Journal. New York, N.Y., United States, New York, N.Y.: R.4-R.4.
- Aaker, D. A. (1989). "Managing Assets And Skills: The Key To A Sustainable Compet." California Management Review31(2): 91-91.
- Abbasi, S. M., M. Belhadjali, et al. (2009). "Managing Knowledge Workers for Sustaining Competitive Advantage." Competition Forum7(2): 367-370.
- Agarwal, S., M. K. Erramilli, et al. (2003). "Market orientation and performance in service firms: Role of innovation." The Journal of Services Marketing17(1): 68-80.
- Ahlstrom, D., G. D. Bruton (2002). "An institutional perspective on the role of culture in shaping strategic actions by technology-focused entrepreneurial firms in China." Entrepreneurship Theory and Practice26(4): 53-69.
- Amar, A. D. (2004). "Motivating knowledge workers to innovate: a model integrating motivation dynamics and antecedents." European Journal of Innovation Management7(2): 89-101.
- Anderson, P. F. (1982). "Marketing, Strategic Planning and the Theory of the Firm." Journal of Marketing (pre-1986)46(000002): 15-15.
- Antioco, Moenaert et al. (2008). "Integrating service and design: the influences of organizational and communication factors on relative product and service characteristics." Academy of Marketing Science. Journal:36(4).
- Apaydin, F. (2011). "Moderating effect of adaptability on the relationship between two forms of market orientation and performance." Interdisciplinary Journal of Contemporary Research In Business3(2): 1364-1377.
- Atuahene-Gima, K. (1995). "An Exploratory Analysis of the Impact of market orientation on New Product Performance: A Contingency Approach." Journal of Product Innovation Management:12.
- Atuahene-Gima, K. (1996). "Market orientation and innovation." Journal of Business Research35(2): 93-93.
- Atuahene-Gima, K. (2005). "Resolving the capability-rigidity paradox in new product innovation." Journal of Marketing69(4): 61-83.
- Atuahene-Gima, K., Ko, A. (2001). "An empirical investigation of the effect of market orientation and entrepreneurship orientation alignment on product innovation." Organization Science12(1): 54-74.
- Atuahene-Gima, K., Slater, S.F. and Olson, E.M. (2005). "The contingent value of responsive and proactive market orientations for new product program performance." Journal of Product Innovation Management22(6): 464-482.

- Avedisian, J., Bennet, A. (2010). "Values as knowledge: a new frame of reference for a new generation of knowledge workers." *On the Horizon*18(3): 255-265.
- Baker, W.E., Sinkula, J.M. (1999). "The synergistic effect of market orientation and learning orientation on organizational performance." *Journal of the Academy of Marketing Science*27(4): 411-427.
- Baker, W. E., Sinkula, J.M. (1999). "Learning Orientation, Market Orientation, and Innovation: Integrating and Extending Models of Organizational Performance." *Journal of Market - Focused Management*4(4): 295-295.
- Baker, W. E., Sinkula, J.M. (1999). "The synergistic effect of market orientation and learning orientation on organizational performance." *Academy of Marketing Science. Journal*27(4): 411-411-427.
- Baker, W. E., Sinkula, J.M. (2002). "Market Orientation, Learning Orientation and Product Innovation: Delving into the Organization's Black Box." *Journal of Market - Focused Management*5(1): 5-23.
- Baker, W. E., Sinkula, J.M. (2007). "Does Market Orientation Facilitate Balanced Innovation Programs? An Organizational Learning Perspective." *The Journal of Product Innovation Management*24(4): 316.
- Band, W. (1989). "Work with Your Human Resources Department to Develop Customer-Responsive Employees." *Sales & Marketing Management in Canada*:30(5).
- Bandura, A. (1986). *Social Foundations of thought and action: A social-cognitive view*. Englewood Cliffs, NJ, Prentice Hall.
- Barnett, R. C., Hall, D.T. (2001). "How to use reduced hours to win the war for talent." *Organizational Dynamics* 29(3).
- Bartol, K. M., W. Liu, et al. (2009). "Social Exchange and Knowledge Sharing among Knowledge Workers: The Moderating Role of Perceived Job Security." *Management and Organisation Review*5(2): 223-240.
- Baum, S., Horton, S. (2007). "Attracting and retaining knowledge workers in knowledge cities." *Journal of Knowledge Management*11(5): 6-17.
- Bell, S. J., Whitwell, G.J., and B.A. Lukas (2002). "Schools of Thought in Organizational Learning." *Journal of the Academy of Management Science*30(1): 70-86.
- Benson, J., Brown, M. (2007). "Knowledge workers: what keeps them committed; what turns them away." *Work, Employment & Society*21(1): 121-121.
- Bernoff, J., Tod, S. (2010). *Empowered*. Boston, Harvard Business Review Press.
- Bhuiyan, S. N. (1997). "Exploring market orientation in banks: an empirical examination in Saudi Arabia." *The Journal of Services Marketing*11(5): 317-328.
- Bhuiyan, S. N. (1998). "An empirical examination of market orientation in Saudi Arabian manufacturing companies." *Journal of Business Research Technology Management*43(9): 13-25.
- Bhuiyan, S. N. , Abdul-Gader, A. (1997). "Market orientation in the hospital industry." *Marketing Health Services*17(4): 36-45.
- Birnberg, J. G., Heiman-Hoffman, V.B. (1993). "Accountability and knowledge workers: A potential unifying theme for managerial and auditing research." *Advances in Management Accounting*2(14747871): 47-47.
- Bogdanowicz, M. S., Bailey, E.K. (2002). "The value of knowledge and the values of the new knowledge worker: Generation X in the new economy." *Journal of European Industrial Training*26(2-4): 125-125-129.
- Bosch-Sijtsema, P. M., Ruohomäki, V., et al. (2010). "Multi-locational knowledge workers in the office: navigation, disturbances and effectiveness." *New Technology, Work, and Employment*25(3): 183-195.
- Bradshaw, R., Maycock, C., et al. (2008). "Exploring SME market orientation: an organisational learning perspective." *Education & Training*50(8/9).
- Brenner, P. M. (1999). "Motivating knowledge workers: The role of the workplace." *Quality Progress*32(1): 33-37.
- Brillinger, R. (2004). "Talent Management Systems." *Canadian HR Reporter*17(21): G10-G10,G12.
- Broberg, A. (2001). "Learners as knowledge workers--some implications." *Journal of Engineering Education*90(1): 63-63.
- Brown, T. J., Mowen, J.C., et al. (2002). "The customer orientation of service workers: Personality trait effects on self- and supervisor performance ratings." *JMR, Journal of Marketing Research*39(1).
- Buelens, M., Van den Broeck, H. (2007). "An Analysis of Differences in Work Motivation between Public and Private Sector Organizations." *Public Administration Review*67(1): 65-74.
- Buenger, V. (2006). "Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning." *Human Resource Management*45(2): 279-281.

- Burgess, S. M., & Nyajeka, P. (2006). "Market orientation and performance at the "Base of the Pyramid": The case of Zimbabwean retailers." *MSI Working Paper Series*: 06-104.
- Busenitz, L. W., Gomez, C., et al. (2000). "Country institutional profiles: Unlocking entrepreneurial phenomena." *Academy of Management Journal*43(5): 994-1003.
- Cadogan, J. W., Cui, C. C., Morgan, R. E., & Story, V. M. (2006). "Factors facilitating the development of market-oriented behavior: a study of Hong Kong manufacturing exporters." *Industrial Marketing Management*35: 634-647.
- Cadogan, J. W., Paul, N. J., Salminen, R. T., Puumalainen, K., & Sundqvist, S. (2001). "Key antecedents to export market-oriented behaviors: a cross-national empirical examination." *International Journal of Research in Marketing*18: 261-282.
- Calabrese, F. A. (2010). "Evolution of twenty-first century knowledge workers." *On the Horizon*18(3): 160-170.
- Capon, N., Farley, J.U. et al. (1992). 38(2).
- Capon, N., Farley, J.U. et al. (1991). "In Search of Excellence Ten Years Later: Strategy and Organisation Do Matter." *Management Decision*29(4): 12-12.
- Carleton, K. (2011). "How to Motivate and Retain Knowledge Workers in Organizations: A Review of the Literature." *International Journal of Management*28(2): 459-468.
- Carrillat, F., Cedil, C. et al. (2004). "Market-Driving Organizations: A Framework." *Academy of Marketing Science Review*.
- Caruana, A. (1995). "Propositions and a model: Do excellent market oriented firms who deliver quality service perform better?" *Management Research Review*18(1,2): 9-9.
- Celuch, K. G., Kasouf, C. J., & Strieter, J. C. (2000). "The influence of organizational market orientation on individual-level market-oriented cognitions." *Psychology and Marketing*17(11): 935 - 954.
- Chen-Ho Chao, M., Spillan, J. (2010). "The journey from market orientation to firm performance." *Management Research Review*33(5): 472-483
- Chou, A. Y., Chou, D.C. (2007). "Knowledge management tools adoption and knowledge workers' performance." *International Journal of Management & Decision Making*8(1): 52-63.
- Chowdhury, S. (2000). "Changing management styles put their mark on industry." *Quality Progress*33(5): 61-65.
- Chowdhury, S. (2002). *The Talent Era: Achieving a High Return on Talent*. New York, Prentice Hall.
- Chowdhury, S. (2003). *Organization 21C*. Upper Saddle River, NJ, Financial Times Prentice Hall.
- Ci-Rong, L., Chen-Ju, L. (2008). "The nature of market orientation and the ambidexterity of innovations." *Management Decision*46(7): 1002-1026.
- Clark, D. (2004). "Big Dog & Little Dog's Performance Juxtaposition." from http://www.nwlink.com/~donclark/history_knowledge/drucker.html.
- Covey, S. R. (2006). "Leading in the Knowledge Worker Age." *Leader to Leader Summer*: 4.
- Crow, R. (1996). "You cannot improve my performance by measuring it!" *The Journal for Quality and Participation*19(1).
- Darroch, J., McNaughton, R. (2003). "Beyond market orientation: Knowledge management and the innovativeness of New Zealand firms." *European Journal of Marketing*37(3/4): 572-572-593.
- Davenport, T. H. (2005). *Thinking for a Living*. Boston, Harvard Business School Press.
- Davenport, T. H., Thomas, R.J., et al. (2002). "The mysterious art and science of knowledge-worker performance." *MIT Sloan Management Review*44(1): 23-23-30.
- Day, G. S. (1994). "The Capabilities of Market-Driven Organizations." *Journal of Marketing*58(October): 37-52.
- Day, G. S. and R. Wensley (1988). "Assessing Advantage: A Framework For Diagnosing Competitive." *Journal of Marketing*52(2): 1-1.
- Day, G. S., Barton, W., Wensley, R. (1990). *The Interface of Marketing and Strategy*. Greenwich, CT, JAI Press.
- Deng, S., Dart, J. (1994). "Measuring market orientation: A multi-factor, multi-item approach." *Journal of Marketing Management*10: 725-742.
- Denison, D. (1996). "What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars." *The Academy of Management Review*21(13): 619-654.
- Deshpande, R. F., John, U.; Webster, Jr., F.E. (1993). "Corporate culture, customer orientation, and innovativeness in Japanese firms." *Journal of Marketing*57(January): 5.
- Deshpande, R. F., John, U. (2004). "Organizational culture, market orientatin, innovativeness, and firm performance an international research odyssey." *International Journal of Research in Marketing*21(3-22): 20.

- Deshpande, R. F. (1989). "Organizational culture and marketing: Defining the research agenda." *Journal of Marketing*53(January): 12.
- Dickinson, J. B. (2009). The role of business process capabilities and market-based assets in creating customer value and superior performance. Ph.D. 3350682, Drexel University.
- DiMaggio, P., Powell, D. (1991). Introduction. *The New Institutionalism in Organizational Analysis*. Chicago, IL, University of Chicago Press: 1-38.
- DiMaggio, P. J. (1983). "The iron cage revisited: institutional isomorphism and collective rationality in organizational fields." *American Sociological Review*48: 147-160.
- Donnelly, R. (2006). "How "free" is the free worker? An investigation into the working arrangements available to knowledge workers." *Personnel Review*35(1): 78-97.
- Dove, R. (1998). "The knowledge worker." *Automotive Design & Production*110(6): 26-26-28.
- Dropkin, M. (2011). "SET PRODUCTIVITY STANDARDS FOR KNOWLEDGE WORKERS." *The Nonprofit Report*21(6): 4-5.
- Drucker, P. F. (1954). *The practice of management*. New York, Harper and Row Publishers.
- Dul, J., Ceylan, C., et al. (2011). "Knowledge workers' creativity and the role of the physical work environment." *Human Resource Management*50(6): 715.
- Ehin, C. (2008). "Un-managing knowledge workers." *Journal of Intellectual Capital*9(3): 337-350.
- Ellinger, et al. (2008). "Market orientation, employee development practices, and performance in logistics service provider firms." *Industrial Marketing Management*37(4).
- Ellis, P. D. (2006). "Market Orientation and Performance: A Meta-Analysis and Cross-National Comparisons*." *The Journal of Management Studies*43(5): 1089.
- Engelen, A., Heinemann, F., et al. (2009). "Cross-cultural entrepreneurship research: Current status and framework for future studies." *Journal of International Entrepreneurship*7(3): 163-189.
- Ensley, M. D., Carland, J.W. et al. (2011). "THE THEORETICAL BASIS AND DIMENSIONALITY OF THE TALENT MANAGEMENT SYSTEM." *Academy of Strategic Management Journal*10(1): 81-114.
- Erlich, A., Bichard, J.A. (2008). "The Welcoming Workplace: designing for ageing knowledge workers." *Journal of Corporate Real Estate*10(4): 273-285,305.
- Evangelou, C., Karacapilidis, N. (2005). "On the interaction between humans and Knowledge Management Systems: a framework of knowledge sharing catalysts." *Knowledge Management Research & Practice*3(4): 253-261.
- Eylon, D. (1999). "Exploring empowerment cross cultural differences along the power distance dimension." *International Journal of Intercultural Relations*23: 373-385.
- Farrell, M. A. (2000). "Developing a market-oriented learning organisation." *Australian Journal of Management*25(2): 201-201-222.
- Farrell, M. A. (2005). "The effect of a market-oriented organisational culture on sales-force behaviour and attitudes." *Journal of Strategic Marketing*13(4).
- Forbis, J. L., Mehta, N.T. (1981). "Value-Based Strategies for Industrial Products." *Business Horizons*24(3): 32-32.
- Forstenlechner, I., Lettice, F. (2007). "Cultural differences in motivating global knowledge workers." *Equality, Diversity and Inclusion: An International Journal*26(8): 823-833.
- Fulmer, R. M., Stumpf, S.A., et al. (2009). "The strategic development of high potential leaders." *Strategy & Leadership*37(3): 17-22.
- Gargiulo, M., Ertug, G. et al. (2009). "The Two Faces of Control: Network Closure and Individual Performance among Knowledge Workers." *Administrative Science Quarterly*54(2): 299-333.
- Gatignon, H., Tushman, M.L., et al. (2002). "A structural approach to assessing innovation: Construct development of innovation locus, type, and characteristics." *Management Science*48(9): 1103-1103-1122.
- Geletkanycz, M. A. (1997). "The salience of 'culture's consequences': The effects of cultural values on top executive commitment to the status quo." *Strategic Management Journal*18(5): 615-634.
- Gray, B., Matear, S., Boshoff, C., and Matheson, P. (1998). "Developing a better measure of market orientation." *European Journal of Marketing*32(9/10): 884-903.
- Gray, B. J., Hooley, G.J. (2002). "Market orientation and service firm performance--a research agenda." *European Journal of Marketing*36(9/10): 980-980.
- Greene, C., Myerson, J. (2011). "Space for thought: designing for knowledge workers." *Facilities*29(1/2): 19-30.

- Greenley, G. E. (1995). "Market orientation and company performance: empirical evidence from U.K. companies." *British Journal of Management*6: 1-13.
- Grewal, R., Dharwadkar, R. (2002). "The role of institutional environment in marketing channels." *Journal of Marketing*66: 82-97.
- Groves, K. S. (2011). "Talent management best practices: How exemplary health care organizations create value in a down economy." *Health Care Management Review*36(3): 227.
- Habibah, A., Mohamed. Mushrifah, R., Hamzah, J., Aimi Syairah ,M.N and Buang, A. (2012). " Positioning University as Knowledge Ecotourism Destination: Key Success Factors." *International Business Management*6: 32-40.
- Hadcroft, P., Jarratt, D. (2007). "Market Orientation: An Iterative Process of Customer and Market Engagement." *Journal of Business to Business Marketing*14(3): 21.
- Hajipour, B., Rahimi, F. et al. (2013). "Market Orientation: Review and New Research Agenda." *Journal of Management Research*5(1): 92-111.
- Hall, P., Soskice, D. (2001). An introduction to varieties of capitalism. *Varieties of capitalism: The institutional foundations of comparative advantage*. P. H. a. D. S. (Eds). Oxford, Oxford University Press: 1-70.
- Hammer, M., Dorothy, L., Davenport, T. (2004). "Why Don't We Know More about Knowledge?" *MIT Sloan Management Review Summer*: 5.
- Handelman, J. M. (2000). "Marketing and the strategic integration of social responsibility: The components of an institutional orientation." *American Marketing Association. Conference Proceedings*11: 207-207.
- Handelman, J. M., Arnold, S. J. (1999). "The role of marketing actions with a social dimension: appeals to the institutional environment. ." *Journal of Marketing*63: 33-48.
- Harrigan, K. R., Dalmia, G. (1991). "Knowledge Workers: The Last Bastion of Competitive Advantage." *Strategy & Leadership*19(6): 4-4.
- Harris, L. C. (1996). "Cultural obstacles to market orientation." *Journal of Marketing Practice*2(4): 36-36-52.
- Harris, L. C. (2000). "The organizational barriers to developing market orientation." *European Journal of Marketing*34(5/6): 598-598-624.
- Harris, L. C. (2001). "Market Orientation and Performance: Objective and Subjective Empirical Evidence from UK Companies." *Journal of Management Studies*38(January): 17-43.
- Harris, L. C., Piercy, N. F. (1999). "Management behavior and barriers to market orientation in retailing companies." *Journal of Services Marketing*13(2): 113-131.
- Harris, L. C., Ogbonna, E. (2001). "Strategic Human Resource Management, Market Orientation, and Organizational Performance." *Journal of Business Research*51(2): 157-166.
- Harris, L. C., Ogbonna, E. (2001). "Leadership style and market orientation: An empirical study." *European Journal of Marketing*35(5/6): 744.
- Hayton, J. C., George, G., et al. (2002). "National culture and entrepreneurship: A review of behavioral research." *Entrepreneurship Theory and Practice*26(4): 33-52.
- Helfert, G., Ritter, T., and Walter, A. (2001). How Does market orientation Affect Business relationships? Paper submitted, and accepted, to the 17th IMP Conference. Oslo: 1-26.
- Henard, D. H., McFadyen, M.A. (2008). "MAKING KNOWLEDGE WORKERS MORE CREATIVE." *Research Technology Management*51(2): 40-46.
- Hennig-Thurau, T., Thurau, C. (2003). "Customer Orientation of Services Employees - Toward a Conceptual Framework of a Key Relationship Marketing Construct." *Journal of Relationship Marketing*2(1,2).
- Herman, R. E., Gioia, J.L. (2001). "Helping your organization become an employer of choice." *Employment Relations Today*28(2).
- Hieronimus, F., Schaefer, K., et al. (2005). "Using branding to attract talent." *The McKinsey Quarterly*(3).
- Hofstede, G. (1980). "Motivation, Leadership, and Organization: Do American Theories Apply Abroad?" *Organizational Dynamics*9(1): 42-42.
- Hofstede, G. (1983). "National Cultures in Four Dimensions: A Research-Based Theory of Cultural Differences Among Nations." *International Studies of Management & Organization*13(1,2): 46.
- Hofstede, G. (1994). "Cultural constraints in management theories." *International Review of Strategic Management*5: 27-27.
- Hofstede, G. (1996). "An American in Paris: The influence of nationality on organization theories." *Organization Studies*17(3): 525-525.

- Homburg, C., Pflesser, C. (2000). "A multiple-layer model of market-oriented organizational culture: Measurement issues and performance outcomes." *Journal of Marketing Research* 37(4): 449-462.
- Homburg, C., Workman, Jr., J.P., et al. (1999). "Marketing's influence within the firm." *Journal of Marketing*63(2): 1-17.
- Horwitz, F. M., Chan, T.H. (2003). "Finders, keepers? Attracting, motivating and retaining knowledge workers." *Human Resource Management Journal*13(4): 23-44.
- Horwitz, F. M., Chan, T.H., et al. (2006). "Human resource strategies for managing knowledge workers: an Afro-Asian comparative analysis." *The International Journal of Human Resource Management*17(5): 775-775.
- Houston, F. S. (1986). "The Marketing Concept: What It Is and What It Is Not." *Journal of Marketing*50(2): 81-87.
- Hui, M. K., Au, K., Fock, H. (2004). "Empowerment effects across cultures." *Journal of International Business Studies*35: 21.
- Hult, G. T. M., Ketchen, D. J. (2001). "Does market orientation matter? A test of the relationship between positional advantage and performance." *Strategic Management Journal*(22): 899-906.
- Hult, G. T. M., Ketchen, D. J., & Slater, S. F. (2005). "Market orientation and performance: an integration of disparate approaches." *Strategic Management Journal*26(6): 1173-1181.
- Hurley, R. F. (2002). "Putting people back into organizational learning." *The Journal of Business and Industrial Marketing*17(4): 270-281.
- Jaworski, B. J., Kohli, A.K. (1993). "Market orientation: Antecedents and consequences." *Journal of Marketing*57(3).
- Jayasingam, S., Ansari, M.A., et al. (2010). "Influencing knowledge workers: the power of top management." *Industrial Management + Data Systems*110(1): 134-151.
- Jepperson, M. (2005). "Focused Journey of Change." *Industrial Management*47(4): 8-13.
- Kaliprasad, M. (2006). "The Human Factor I: Attracting, Retaining, and Motivating Capable People." *Cost Engineering*48(6).
- Kelly, G., Mastroeni, M., et al. (2011). "Combining diverse knowledge: knowledge workers' experience of specialist and generalist roles." *Personnel Review*40(5): 607-624.
- Kennedy, K.N., Goolsby, J. R., & Arnould, A. J. (2003). "Implementing a customer orientation: extension of theory and application." *Journal of Marketing*67(October): 67-81.
- Kennedy, K.N., Lask, F.G, et al. (2002). "Customer mind-set of employees throughout the organization." *Academy of Marketing Science. Journal*30(2).
- Kidd, M. P., Shannon, M. (1994). "An update and extension of the Canadian evidence on gender wage differentials." *The Canadian Journal of Economics*27(4): 918-938.
- Kirca, A. H. (2011). "The effects of market orientation on subsidiary performance: Empirical evidence from MNCs in Turkey." *Journal of World Business*46(4): 447.
- Kirca, A. H., Bearden, W.O. (2002). "Implementation of market orientation in the subsidiaries of multinational corporations: An institutional perspective." *American Marketing Association. Conference Proceedings*13: 123-123.
- Kirca, A. H., Bearden, W.O., et al. (2011). "Implementation of market orientation in the subsidiaries of global companies: the role of institutional factors." *Academy of Marketing Science. Journal*39(5): 683-699.
- Kirca, A. H., Hult, G.T.M. (2009). "Intra-organizational factors and market orientation: effects of national culture." *International Marketing Review*26(6): 633-650.
- Kirca, A. H., Jayachandran, S., et al. (2005). "Market Orientation: A Meta-Analytic Review and Assessment of Its Antecedents and Impact on Performance." *Journal of Marketing*69(2): 24-41.
- Kirca, A. H., Jayachandran, S., and Bearden, W. O. (2005). "Market orientation: A Meta-Analytic review and Assessment of Its Antecedents and Impact on Performance." *Journal of Marketing*69(April): 24-41.
- Kohli, A. K., Jaworski, B.J. (1990). "Market Orientation: The Construct, Research Propositions, A." *Journal of Marketing*54(2).
- Kohli, A. K., Jaworski, B.J. (1990). "Market orientation: the construct, research propositions, and managerial implications." *Journal of Marketing*54(2).
- Kohli, A. K., Jaworski, B.J, et al. (1993). "MARKOR: A measure of market orientation." *JMR, Journal of Marketing Research*30(4).
- Korczynski, M., Frenkel, S.J. (2002). "Organizational and occupational commitment: Knowledge workers in large corporations." *The Journal of Management Studies*39(6): 775-801.

- Kreiser, P. M., Marino, L.D., et al. (2002). "Assessing the psychometric properties of the entrepreneurial orientation scale: A multi-country analysis." *Entrepreneurship Theory and Practice*26(4): 71-94.
- Kumar, K., Subramanian, R. et al. (1998). "Examining the market orientation-performance relationship: A context-specific study." *Journal of Management*24(2).
- Kumar, N., Scheer, L., et al. (2000). "From market driven to market driving." *European Management Journal*18(2): 129-142.
- Kumar, S. (2011). "Motivating Employees: An Exploratory Study on Knowledge Workers." *South Asian Journal of Management*18(3): 26-47.
- Kumar, V., Jones, E., et al. (2011). "Is Market Orientation a Source of Sustainable Competitive Advantage or Simply the Cost of Competing?" *Journal of Marketing*75(1): 16.
- Lafferty, B. A., Hult, G. T. M. (2001). "A synthesis of contemporary market orientation perspectives." *European Journal of Marketing*35(1): 92-109.
- Lafferty, B. A., Hult, G.T.M. (1998). "A Synthesis of contemporary market orientation perspectives." *American Marketing Association. Conference Proceedings*9: 71-71.
- Lakhani, B., Brown, D., et al. (2008). "Strategic human resource management and knowledge workers." *Management Research Review*31(9): 683-696.
- Lam, S. K., Kraus, F. et al. (2010). "The Diffusion of Market Orientation Throughout the Organization: A Social Learning Theory Perspective." *Journal of Marketing*74(5): 61.
- Lamb, M., Sutherland, M. (2010). "The components of career capital for knowledge workers in the global economy." *The International Journal of Human Resource Management*21(3): 295.
- Langerak, F. (2001). "Effects of market orientation on the behaviors of salespersons and purchasers, channel relationships, and performance of manufacturers." *International Journal of Research in Marketing*18(3).
- Langerak, F. (2002). *What is the Predictive Power of Market Orientation?* Erasmus Research Institute of Management (ERIM), Erasmus University--Rotterdam, Report Series Reference No. ERS-2002-88-MKT.
- Lee, T. W. Maurer, S.D. (1997). "The retention of knowledge workers with the unfolding model of voluntary turnover." *Human Resource Management Review*7(3): 247-275.
- Levitt, T. (2004). "Marketing Myopia." *Harvard Business Review*82(7,8).
- Levy, J. (2004). "Putting Knowledge Workers' Knowledge to Work." *Distance Learning*1(2): 35-36.
- Lewis, R. (2006). "Measuring Knowledge Workers (KW) Based Upon Work Variables Within Work Measures (Presentation)." *IIE Annual Conference. Proceedings*: 1-30.
- Lin, C.P. (2010). "Learning Task Effectiveness and Social Interdependence Through the Mediating Mechanisms of Sharing and Helping: A Survey of Online Knowledge Workers." *Group & Organization Management*35(3): 299.
- Lord, R. L., Farrington, P.A. (2006). "Age-Related Differences in the Motivation of Knowledge Workers." *Engineering Management Journal*18(3): 20-26.
- Lussier, R. N., Sonfield, M.C. (2006). "The effect of family business size as firms grow: a USA-France comparison." *Journal of Small Business and Enterprise Development*13(3): 314-325.
- Maccoby, M. (1996). "Knowledge workers need new structures." *Research Technology Management*39(1): 56-56.
- Mahoney, J. T., Rajendran, P.J. (1992). "THE RESOURCE-BASED VIEW WITHIN THE CONVERSATION OF STRATEGIC MANAGEMENT." *Strategic Management Journal* (1986-1998)13(5): 363-363.
- March, J. G., Olsen, J. P. (1989). *Rediscovering institutions*. New York, Free Press.
- Markova, G., Ford, C. (2011). "Is money the panacea? Rewards for knowledge workers." *International Journal of Productivity and Performance Management*60(8): 813-823.
- Martin, B. A., Martin, J.H. (2005). "Building a Market-Oriented Organizational Environment: An Implementation Framework for Small Organizations." *Mid - American Journal of Business*20(2).
- Martin, P., Metcalfe, M. (2001). "Informing the knowledge workers." *Reference Services Review*29(4): 267-275.
- Matson, E., Prusak, L. (2010). "Boosting the productivity of knowledge workers." *The McKinsey Quarterly*(4): 93.
- Matsuno, K., Mentzer, J.T. (2000). "The effects of strategy type on the market orientation-performance relationship." *Journal of Marketing*64(4): 1.
- Matsuno, K., Mentzer, J.T., et al. (2005). "A conceptual and empirical comparison of three market orientation scales." *Journal of Business Research*58(1): 1-8.
- McCauley, C., Wakefield, M. (2006). "Talent Management in the 21st Century: Help Your Company Find, Develop, and Keep its Strongest Workers." *The Journal for Quality and Participation*29(4).

- McCrimmon, M. (1995). "Bottom-up leadership." *Executive Development*8(5): 6-6.
- Menguc, B., Auh, S. (2006). "Creating a Firm-Level Dynamic Capability through Capitalizing on Market Orientation and Innovativeness." *Academy of Marketing Science. Journal*34(1): 63-73.
- Menon, A., Varadarajan, P.R. (1992). "A Model of Marketing Knowledge Use Within Firms." *Journal of Marketing*56(4): 53-53.
- Michaels, E. G. (1982). "Marketing Muscle." *Business Horizons*25(3).
- Minkov, M., Hofstede, G. (2011). "The evolution of Hofstede's doctrine." *Cross Cultural Management*18(1): 10-20.
- Mitchell, R. K., Smith, J.B. et al. (2002). "Are entrepreneurial cognitions universal? Assessing entrepreneurial cognitions across cultures." *Entrepreneurship Theory and Practice*26(4): 9-32.
- Mohanta, G. C., Thooyamani, K.P. (2010). "Perception of Top Level Knowledge Workers on Productivity Improvement through Tools and Techniques." *Journal of Management Research*2(1): 1-18.
- Moore, M. L. (2006). "Thinking for a Living: How to Get Better Performance and Results from Knowledge Workers." *People and Strategy*29(1): 52-53.
- Morgan, N. A. (2012). "Marketing and business performance." *Academy of Marketing Science. Journal*40(1): 102-119.
- Morgan, N. E., Vohries, D. W., & Mason, C. H. (2009). "Market orientation, marketing capabilities, and firm performance." *Strategic Management Journal*(30): 909-920.
- Mueller, S. L., Thomas, A. S. (2001). "Culture and entrepreneurial potential: A nine country study of locus of control and innovativeness." *Journal of Business Venturing*16(1): 51-75.
- Murphy, L. (2010). "Rewarding Results." *Corporate Champions*. Retrieved June 26, 2011, from <http://corporatechampions.blogspot.com/search?q=talent+worker&updated-max=2010-06-05T20%3A02%3A00-07%3A00&max-results=20>.
- Murphy, R., Sepehri, M. et al. (2013). "Is Market Orientation an Advantage for Business Performance?" *Journal of American Academy of Business, Cambridge*18(2): 106-112.
- Murray, A. J., Greenes, K.A. (2007). "From the knowledge worker to the knowledge economy." *VINE*37(1): 7-7.
- Nair, N., Vohra, N. (2010). "An exploration of factors predicting work alienation of knowledge workers." *Management Decision*48(4): 600-615.
- Narver, J., Slater, S., and Tietje, B. (1998). "Creating a Market Orientation." *Journal of Market-Focused Management & Marketing*2: 241-255.
- Narver, J. C., Park, S.Y., Stanley, S.F. (1992). "Market Orientation, Information, and Marketing Strategies". American Marketing Association Summer Educators' Conference, Chicago.
- Narver, J. C., Slater, S.F. (1990). "The Effect of a Market Orientation on Business Profitability." *Journal of Marketing*54(4).
- Narver, J. C., Slater, S.F., et al. (2004). "Responsive and Proactive Market Orientation and New Product Success." *The Journal of Product Innovation Management*21(5).
- Narver, J. C., Slater, S.F. (1998). "Additional Thoughts on the Measurement of Market Orientation: A Comment on Deshpande and Farley." *Journal of Market Focused Management*2(1): 233-236.
- Nawab, S., J. Ahmad, et al. (2011). "An Analysis of Differences in Work Motivation between Public and Private Sector Organizations." *Interdisciplinary Journal of Contemporary Research In Business*2(11): 110-127.
- Nelson, K. and J. E. McCann (2010). "Designing for knowledge worker retention & organization performance." *Journal of Management and Marketing Research*3: 1-1-18.
- Noble, C. H., Mokwa, M. P. (1999). "Implementing marketing strategies: Developing and testing a managerial theory." *Journal of Marketing*63(4): 57-73.
- North, D. C. (1990). *Institutions, institutional change, and economic performance*. Cambridge, MA, Harvard University Press.
- O'Neill, B. S., Adya, M. (2007). "Knowledge sharing and the psychological contract." *Journal of Managerial Psychology*22(4): 411-436.
- Oczkowski, E., Farrell, M.A. (1998). "Discriminating between measurement scales using non-nested tests and two-stage least squares: The case of market orientation." *International Journal of Research in Marketing*15(4): 349-366.
- Oliver, C. (1997). "Sustainable competitive advantage: Combining institutional and resource-based views." *Strategic Management Journal*18(9): 679-713.

- Palmer et al. (2010). "The Secrets to Zappos' Success." U.S. News & World Report.
- Pasmore, W. A., Purser, R.E. (1993). "Designing work systems for knowledge workers." *The Journal for Quality and Participation*16(4): 78-78.
- Peng, M. W., Wang, D.Y.L., et al. (2008). "An institution-based view of international business strategy: a focus on emerging economies." *Journal of International Business Studies*39(5): 920-936.
- Perkins, D. (1981). *The Mind's Best Work*. Cambridge, MA. Harvard University Press.
- Peters, T. J., Waterman, R.H. (1982). *In Search of Excellence*. New York, Harper & Row.
- Pitta, D. A., Wood, V.R., et al. (2008). "Nurturing an effective creative culture within a marketing organization." *The Journal of Consumer Marketing*25(3): 137-148.
- Porter, M. E. (1985). "Technology and Competitive Advantage." *The Journal of Business Strategy*5(3): 60-60.
- Pravettoni, G., Cropley, M., et al. (2007). "The differential role of mental rumination among industrial and knowledge workers." *Ergonomics*50(11): 1931.
- Ralston, F. (2007). *Play Your Best Hand*. Avon, MA, Adams Media.
- Redpath, L., Hurst, D., et al. (2009). "Knowledge workers, managers, and contingent employment relationships." *Personnel Review*38(1): 74-89.
- Robert, C., Probst, T.M., Martocchio, J.J., Drasgow, F. and Lawler, J.J. (2000). "Empowerment and continuous improvement in the United States, Mexico, Poland and India: predicting fit on the basis of the dimensions of power distance and individualism." *Journal of Applied Psychology*85: 643-658.
- Ruekert, R. W. (1992). "Developing a Market Orientation: An Organizational Strategy Perspective." *International Journal of Research in Marketing*9(3): 225-225.
- Sandie, B. (2011). "WHY YOU NEED TO NURTURE THE NEW BREED OF KNOWLEDGE WORKERS." *Strategic Communication Management*15(9): 36.
- Sandvik, K. (2003). "The impact of market orientation on product innovativeness and business performance." *International Journal of Research in Marketing*20(4): 355-376.
- Scarborough, H. (1999). "Knowledge as work: Conflicts in the management of knowledge workers." *Technology Analysis & Strategic Management*11(1): 5-16.
- Schell, W. J., Youngblood, A.D. (2007). "Defining Metrics for Service Industry Knowledge Workers - A Balanced Scorecard Approach for Measuring Engineering Effectiveness." *IIE Annual Conference. Proceedings*: 854-859.
- Schlosser, F. (2004). *The Market-oriented Contribution of Individuals: Translating Strategy into Action*. Doctor of Philosophy, University of Waterloo.
- Schweyer, A. (2004). *Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning*. Hoboken, NJ, Wiley.
- Scott, P. B. (2005). "Knowledge workers: social, task and semantic network analysis." *Corporate Communications*10(3): 257-277.
- Scott, W. R. (1995). *Institutions and Organizations*. Thousand Oaks, CA, Sage.
- Selnes, F. (1993). "An examination of the effect of product performance on brand reputation, satisfaction and loyalty." *European Journal of Marketing*27(9): 19-19.
- Shane, S. (1994). "The effect of national culture on the choice between licensing and direct foreign investment." *Strategic Management Journal*15(8): 627-627.
- Shane, S., Venkataraman, S. (1996). "Renegade and rational championing strategies." *Organization Studies*17(5): 751-771.
- Shapiro, B. P. (1988). "What the hell is 'Market oriented'." *Harvard Business Review* 6(Nov-Dec): 119-125.
- Sheppard, R. (2011). "The Evolution and Conceptualization of Market Orientation: What Managers Ought to Know." *Journal of Management Policy and Practice*12(6): 30-45.
- Sheppard, R. G. (2011). "Developing an Industry Index Valuation for a Seasonal Parsimonious Market Orientation Model." *The Journal of Applied Business and Economics*12(1): 11-16.
- Shiple, D., Hooley, G., Beracs, J., Fonfara, K., & Kolos, K. (1995). "Marketing organizations in Hungarian and Polish firms." *Journal of Marketing Practice: Applied Marketing Science* 1(2): 39-54.
- Shoham, A., Rose, G.M. (2001). "Market Orientation: A Replication, Cross-National Comparison, and Extension." *Journal of Global Marketing*14(4): 5-25.
- Shoham, S., Hasgall, A. (2005). "Knowledge workers as fractals in a complex adaptive organization." *Knowledge and Process Management*12(3): 225-236.

- Siguaw, J. A., Simpson, P.M., et al. (1998). "Effects of Supplier Market Orientation on Distributor Market Orientation and the Channel Relationship: The Distributor Perspective." *Journal of Marketing*62(3): 99-111.
- Sinkula, J. M. (1994). "Market information processing and organizational learning." *Journal of Marketing*58(1): 35-35.
- Slater, S. F., Narver, J. C. (2000). "Intelligence Generation and superior Customer Value." *Journal of Academy of Marketing Science*. *Journal*28(1): 120-127.
- Slater, S. F., Narver, J.C. (1994). "Does competitive environment moderate the market orientation-performance relationship?" *Journal of Marketing*58(1).
- Slater, S. F., Narver, J.C. (1995). "Market orientation and the learning organization." *Journal of Marketing*59(3).
- Slater, S. F., Narver, J. C., and Aaby, N. E. (1994). *The Strategic Profile of a Market Oriented Business*, American Marketing Association.
- Slater, S. F., Olson, E.M. (2002). "A fresh look at industry and market analysis." *Business Horizons*45(1): 15-22.
- Smith, A. D., Rupp, W.T. (2002). "Communication and loyalty among knowledge workers: A resource of the firm theory view." *Journal of Knowledge Management*6(3): 250.
- Smith, A. D., Rupp, W.T. (2003). "Knowledge workers: Exploring the link among performance rating, pay and motivational aspects." *Journal of Knowledge Management*7(1): 107-124.
- Smith, A. D., Rupp, W.T. (2004). "Knowledge workers' perceptions of performance ratings." *Journal of Workplace Learning*16(3/4): 146-166.
- Steensma, H. K., Marino, L., Weaver, K. M., & Dickson, P. H. (2000). "The influence of national culture on the formation of technology alliances by entrepreneurial firms." *Academy of Management Journal*43(5): 951-973.
- Stewart, T. A. (1999). *Intellectual Capital: The New Wealth of Organizations*. New York, Currency Doubleday.
- Subramanian, R., Gopalakrishna, P. (2001). "The market orientation--performance relationship in the context of a developing economy an empirical analysis." *Journal of Business Research*53: 13.
- Sudharshan, D., Kumar, K.R., et al. (1995). "NICHER: An approach to identifying defensible product positions." *European Journal of Operational Research*84(2): 292.
- Taguiri, R. L. (1968). "Organisational climate: Explorations of a concept." Harvard Business School.
- Tampoe, M. (1993). "Motivating knowledge workers - The challenge for the 1990s." *Long Range Planning*26(3): 49-49.
- Tece, D. J., Pisano, G., et al. (1997). "DYNAMIC CAPABILITIES AND STRATEGIC MANAGEMENT." *Strategic Management Journal* (1986-1998)18(7): 509-509.
- Tomlinson, M., Ian, M. (1999). *The Career Trajectories of Knowledge Workers. Mobilising Human Resources for Innovation: Proceedings from the OECD Workshop on Science and Technology Labour Markets*, Paris.
- Tulgan, B. (2001). *Winning the Talent Wars*. New York, NY, W.W. Norton & Company.
- Varadarajan, P. R., Jayachandran, S. (1999). "Marketing strategy: An assessment of the state of the field and outlook." *Academy of Marketing Science*. *Journal*27(2): 120-143.
- Varela, J. A., Rio, M.D. (2003). "Market orientation behavior: An empirical investigation using MARKOR." *Marketing Intelligence & Planning*21(1): 6.
- Walumbwa, F. O., Christensen, A.L., et al. (2011). "Authentic leadership and the knowledge economy: Sustaining motivation and trust among knowledge workers." *Organizational Dynamics*40(2): 110.
- Webster, F. E. J. (1988). "The rediscovery of the marketing concept." *Business Horizons*31(May-June No. 3): 29-39.
- Williamson, O. E. (2000). "The new institutional economics: Taking stock, looking ahead." *Journal of Economic Literature*38(3): 595-613.
- Xu, X. M., Kaye, G.R. (2002). "Knowledge workers for information support: Executives' perceptions and problems." *Information Systems Management*19(1): 81-88.
- Zeithaml, V. A. (1988). "Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence." *Journal of Marketing*52(3): 2-2.
- Zhou, K. Z., Brown, J.R., et al. (2007). "The effects of customer and competitor orientations on performance in global markets: a contingency analysis." *Journal of International Business Studies*38(2).
- Zingheim, P. K., Schuster, J.R. (2000). "Pay People Right! Keeping Top Technical Talent." *IT Professional Magazine*2(6): 45-48.