

Market Orientation, Brand Orientation, Social Entrepreneurial Orientation and Third Sector Organizational Performance: The Mediating Role of Learning Orientation



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DEDICATION

The thesis is dedicated to:

The sake of Allah, my Creator and my Master,

My great teacher and motivator, Mohammad (May Allah bless and grant him), whose teachings are true guidance for best way of life

My beloved country Pakistan and the people around the world who suffering from Covid-19 Pandemic crisis

My Bahria University, a second home

My beloved mother (Saif-ul-Nihar (late)) who I lost during this research work. (May Allah grant her highest place in Jannah Ameen) and my father Dr. Dalil Khan (RIP) whose early loss made me an independent person at young age

My dear brothers and sisters for all moral support

My lovely wife Ms. Isha Khan for supporting and standing with me in all odd times.

My beloved kids: M. Hasim Khan, Haroon Khan and Shanzay Yousafzai

My family members and my friends and teachers who touch my heart

I dedicate this research to all of them.

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ABSTRACT

Third Sector Organizations (TSOs) play a crucial role in providing services to the public due to the market, government or contractual failures. Their services have been largely affected due to competitive environment, more demanding nature of donors, entrance of commercial sector into social welfare programs and due to government strict policies and regulations. These factors also make acquisition of resources and generation of donations so much challenging for TSOs that scholars even suggested incorporating management practices from commercial sector. Therefore, the purpose of this research is to provide an empirical evidence that how managerialism approach can be utilized for improving performance of Third Sector Organizations. In this study, effect of Market Orientation (MORT), Brand Orientation (BRO) and Social Entrepreneurial Orientation (SEO) on Third Sector Organizations' (TSOs') Performance (Perf) has been examined in the presence of Learning Orientation (LOR) as a mediator. First challenge for any TSO is that how it can acquire intangible resources (MORT, BRO and SEO) which could fulfil Resource Based Theory (RBT) criteria of resource being rare, non-imitable and valuable resource. Second challenge could be that even if a TSO acquires them, how it can effectively utilize these resources for improving organization performance. Therefore, this study proposed Learning Orientation (LOR) as a strong capability under Dynamic Capability Theory, to effectively utilize these resources. A post-positivist philosophy was followed in which around 700 senior employees as respondents were approached registered from Pakistan TSOs to fill a structured questionnaire by using Multi Stage Probability Sampling technique. Out of 700 respondents, 326 employees from Peshawar, Swat, Rawalpindi, Islamabad, Karachi and Quetta which makes 47% of sample, completed survey. The results prove that direct effect of all these orientations is quite weak or insignificant on the organization performance but when the same causal effect is measured with LOR as a mediator the results improve from weak to stronger and from insignificant effect to positive significant effect. This answers to research question that no strategic resource can work as a substitute for other and a sustainable competitive advantage can only be achieved when an organization focuses on multiple orientations simultaneously and has strong organizational capability to effectively utilize these resources. This study contributes to academic literature by examining under researched area that what role strategic orientations play in the performance of TSOs under Theory of Firm and by analysing the complementary effect of different strategic orientations (MORT, BRO, and SEO) with LOR as a mediator on the performance. The BRO and LOR relationship also studied for the first time. In future, studies from customer perspective and role of technology and political orientations in the organizational performance can also be conducted. Different theoretical, practical and policy implications discussed for researchers, government/donors and third sector managers.

Keywords: Market Orientation, Brand Orientation, Social Entrepreneurial Orientation, Learning Orientation, Performance, Non-Profit Sector, Pakistan, Managerialization, Strategic orientation

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LIST OF ABBREVIATIONS

ACRONYM	ABBREVIATION
BRO	Brand Orientation
BO	Beneficiary Orientation
DO	Donor Orientation
IC	Inter-departmental Coordination
LOR	Learning Orientation
MIP	Market Information Processing
MKTOR	Market Orientation (scale)
MKROR	Market Orientation (scale)
MORT	Market Orientation
NPOs	Non-Profit Organization(s)
Perf	Performance
PO	Peer Orientation
PLC	Public Listed Company
PCP	Pakistan Centre for Philanthropy
RBT	Resource Based Theory
RBV	Resource Based View
SECP	Security Exchange Commission of Pakistan
SEO	Social Entrepreneurial Orientation
SE	Social Entrepreneurship
TSOs	Third Sect Organization(s)
UN	United Nations

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Chapter 1

Introduction

1.0 Background of the Study

The 21st century world is quite different than 20th century, where human beings are facing worst climax of capitalist environment and core objectives behind human or organization activities are for material gains and to earn maximum profit respectively. Despite huge capitalism expansion, the recession periods in 2008 and the recent trends have reflected clearly that capitalism has failed to provide relief and solution for providing shelter, food and education for masses. Similarly, the situation in public sector is also not so ideal due to government failure, as constraint of resources or low political will may make it difficult to provide these kinds of products for all citizens equally and adequately. In response to this, social economy that favours social, societal or community goal and cooperation over economic profit is coming to the forefront and gaining attention of the scholars (Pongracz, 2020). The role of third sector to address these social issues is remarkable around the globe, while in developing countries like Pakistan the performance is exceptionally overwhelming. This is evident from the fact that country where inflation is in double digits, foreign direct investment is not so encouraging, export declined in last couple of years, war on terrorism caused huge physical as well as economic loss and where people saw huge disaster due to natural calamity like earthquake in 2005, flood in 2010 and the current Covid-19 pandemic, therefore, it is natural to observe hunger, unrest and chaos in such country.

However, the ground reality is quite opposite to this and would say far better than expectation and one of the best reasons to avoid such situation is the tremendous generosity of people and work of the third sector of Pakistan to support the deserving and needy people of the society. According to Corporate Philanthropic Survey (CPS) report

published in 2016, the contribution from Public Listed Companies (PLCs) increased from 0.23 billion rupees in 2000 to 7.31 billion rupees in 2016, while the contribution from private companies was around 1.31 billion rupees. Similarly, around Rs.7 billion collected from Zakat (one of the five pillars of Islam) at source in 2016-17 financial year (Pakistan Centre for Philanthropy, 2016). All these donations are domestic donations which help to run hospitals, schools, orphanages and public kitchens and even helped Edhi Foundation to establish one of the world's largest ambulance fleet with 400 ambulances and 2 air ambulances. Similarly, apart from social contribution same sector also has good economic contribution and employs around 265,000 people with payment which is 0.36% of adult population and 1.9% of non-agricultural employment, while 212,000 volunteer their times which is 0.29% of adult population and 1.29% of non-agriculture employment (Ghaus-Pasha, Jamal & Iqbal, 2002). Despite all these positive facts, it is worth to mention that Pakistani Third Sector Organizations (TSOs) numbers also increasing year by year and more than 25,000 organizations (both registered and unregistered) are competing for donations and acquisition of resources. Therefore, each organization does not have equal chance to receive donations and competition for donations and receiving project awards also become tough. Similarly, the government regulations and policies for the third sector also tighten due to international pressure against money laundering and the recent Foreign Contributions Act 2015 is another blow to further regulate foreign contributions for civil societies. Therefore, third sector has to go through more scrutiny process and along with this also needs to improve resources and capabilities to meet future challenges and to work at larger scale as most of the organizations fail to meet these criteria and thus unable to achieve performance goals and even struggle to survive in the long run.

Each organization follows and practices different traditional management concepts under the domain of different strategic orientations. The sole purpose of practicing different management concepts is to better understand the needs of all stakeholders and serve the customers better than competitors which will ultimately affect the organization performance. These management practices can only lead to survival of the organization, if strategic orientation also called “corporate mindset” or “dominant management logic” is in the right direction to reach a suitable behaviour. Therefore, key to success for any organization lies in the business decisions which can influence the level to which an organization can achieve its goals both from macro as well as micro perspective. Strategic Orientation has recently got great attraction in research domain of

strategic management, marketing and entrepreneurship in the profit sector, however, most of the researches focused on a single or few combinations of orientations and its impact on the particular dimensions of performance (Baumgarth & Schmidt, 2010; Imam & Zainul, 2014; Lonial & Carter, 2015; Tajeddini, 2016), while research analysing more than one strategic orientations especially in combination of Brand Orientation (BRO) and Learning Orientation (LOR) as a mediator is quite scarce or with no empirical study or most of these studies focus on conceptual work (Hakala, 2011; Schweiger, Stettler, Baldauf, & Zamudio, 2019). However, these scholars also argued that studying these orientations in combination simultaneously may leave some potential loops but interestingly they are interrelated yet distinct both conceptually and empirically.

The role of management practices were also emphasized recently in the Third Sector Organizations (TSOs) which Salamon (1987) described as having salient features of well-organized legally incorporated structure, separate from both private as well as public sector, control activities privately, profit is not returned/distributed to owners and directors and most of the participants contributes voluntarily. Third Sector is normally considered a broader term which includes foundations, non-governmental organizations and community-based organizations and charities. However, just like other formal organizations in public and private sector, third sector organizations are also established to achieve different organizational goals. This is why different scholarly articles been published to emphasize the learning from corporate management knowledge and practices (Beaton, 2019; Hersberger-Langloh et al., 2021) or its role as business like been recommended to effectively and sustainably achieve organizations goals (Chad, Kyriazis & Motion, 2014; Maier, Meyer & Steinbereithner, 2016). Majority of these studies were conceptual in nature and these concepts have no value unless empirically validated. Similarly, there is a strong debate that whether all orientations need to be adapted and introduced or only few may be beneficial for improving non-profit organization performance. Therefore, present study is an effort to contribute in the strategic management literature that what different strategic orientations with adaptation can be introduced in the Third Sector and how managerialism provides opportunities to effectively and efficiently utilize resources that may help TSOs to improve their programs and services. To successfully meet third sector modern challenges, there is a growing argument that conventional style may not be suitable for future requirements of TSO and

more emphasis is on borrowing management practices from commercial sector with minor adaptation (Chad et al., 2014; Fonseca & Baptista, 2013; Hyojin, 2002). Chad (2013) was among those scholars who realized the need to adopt more advanced concepts and strategic orientations in TSOs, to provide good services to beneficiaries, like donors (individuals, governments and corporate). It can only happen if an organization obtains and communicates details regarding client needs, trends in the industry and competitors initiatives, as well as adopt new skills to introduce new programs or services that are superior to those of competitors (Calantone, Cavusgil, & Zhao, 2002). Even, Drucker, (1993) argues that the Non-Profit Organizations (NPOs) should be managed as a business, despite not having a conventional "profit" motive. They need to learn to use the new concepts of management in order to survive in today's society and thus achieve their mission. This research also makes a huge academic contribution from this perspective and provides a great insight that whether borrowing management practices from commercial sector into non-profit sector is really feasible and relevant and if yes, how these strategic orientations affect the Third Sector Organization (TSO) performance.

The purpose of this research is to cover current literature on Managerialization by empirically validating that what kind of strategic orientations are important for the third sector organizations and to study the nature of influence of various strategic orientations (SOs) on performance of the Third Sector organizations (Hvenmark, 2013). Author has tried to investigate whether different strategic orientations like Market Orientation, (MORT), Brand Orientation (BRO) and Social Entrepreneurial Orientation (SEO) can be used as internal strengths and intangible resources of Third Sector Organizations (TSOs) to improve the performance. This research is also an effort to study more than one strategic orientations simultaneously with multiple dimensions of organization performance. In the past these orientations have been studied in very limited way like Balabanis et al., (1997) studied effect of organization size and departmentalization on market orientation, Bhuian et al., (2005) studied the moderating effect of Entrepreneurial orientation on market orientation and organizational performance, Mahmoud & Yusif, (2012) study was limited to mediating effect of learning orientation between market orientation and organization economic and non-economic performance. However, there are other researchers like (Alarifi et al., 2019; Lee et al., 2019; Lückenbach et al., 2019) who discussed these orientations conceptually and emphasized on the need of empirical evidences for multiple orientations with different combinations to examine their effects

on organization performance. This research is an effort in this direction to find more conclusive evidences and find empirical evidence of these relationships. Secondly, as for as author knowledge, Brand Orientation (BRO) along with Market Orientation (MORT) and Social Entrepreneurial Orientation (SEO) is studied first time to evaluate the simultaneous effect of these orientations on all three performance measures (Non-Economic, Economic and Social Effectiveness) in Third Sector Organizations (TSOs). Furthermore, all these variables are studied with measurement scales specifically developed for Third Sector Organizations (TSOs) rather than scales normally used for commercial sector. Above all, this study also adds literature to the growing debate that whether acquiring resources or developing resources is sufficient for the organizations or more importantly they should also have capability and know how to utilize these resources effectively and efficiently. This study specifically in the Pakistani context, will also be the first in its nature which can be quite helpful for all Pakistani Third Sector managers to find a sustainable and innovative solution of intense competition for volunteers, finances and social problems (Schmid, 2004;Thompson, 2002).The competitive pressure has been added to by cuts in government grants and a lack of sponsorship. Besides that, demand of stakeholders for performance has increased (Dees, 2001; Herman & Renz, 2008). Finally, this study is helpful for management scholars to understand the managerialism approach and how management practices from commercial sector can be extended into the non-profit sector. The next section will provide a more solid evidence for answering why there is a need to study the above proposed model.

Marketing for the third sector is still at infant stage. Managers also think marketing is not appropriate for the third sector and only see it as a promotional instrument, cost and misuse of hard-earned income and donations (Chad et al., 2014). However, the government strict policies, reduction or strict monitoring of funding for the non-profit sector and the economic situation have forced these organizations to find alternatives and follow marketing practices to convince donors more professionally (Levine & Zahradnik, 2012). Therefore, one of the strategic orientations used for this research is Market Orientation (MORT) which is known as implementation of the marketing concept in an organization (Kohli & Jaworski, 1990). Market Orientation proposed by Narver & Slater, (1990) as a cultural value with three behavioural elements named as customer and competitor orientation while third dimension is called inter-functional coordination. Market Orientation is a kind of business philosophy that relies on latent needs rather

expressed needs and competitive advantage can only be achieved if organization is able to deliver superior value to the customers. Such ability is grounded on the quality level to understand its environment and customers as well as development and maintenance of value driven culture (Glaveli & Geormas, 2018). Therefore, it is also believed as a mean for providing quality services (Chad et al., 2014).

Another reason to study different strategic orientations together is the criticism on Market Orientation being a reactive approach, which can be compensated by combining it with Social Entrepreneurial Orientation (SEO), because the latter encourages a proactive organizational culture. Organization with more social entrepreneurial culture can create sustainability through effectively acquiring and utilizing resources as third sector mostly needs to work with constrained resources. Syrjä et al. (2019) summed up all definitions and concluded that SEO has following three salient features:

- i) the underlying driving force of social entrepreneurship is to create value,
- ii) the entrepreneurial activity salient feature is its innovative culture, and
- iii) Social entrepreneurship major focus is to achieve social mission through entrepreneurial activities.

Therefore, SEO major focus is on the ability to realize organization mission through development of capability to better serve the stakeholders (e.g. donors, funders, volunteers, customers and beneficiaries). Another positive aspect of SEO is that it follows entrepreneurial traits and relies more on external resources that seek wide variety of stakeholders for financial support (Alarifi, Robson, & Kromidha, 2019). Social Entrepreneurship is considered one of the emerging research areas and in the non-profit sector only few conceptual research work been done (Beekman, Steiner, & Wasserman, 2012; Kusa, 2016), qualitative work (Lurtz & Kreutzer, 2017; Syrjä et al., 2019) and couple of quantitative works (Chen & Hsu, 2013; Pearce et al., 2010) with mixed results and performance measures been performed. Among these studies few used entrepreneurial orientation scales without modification (Barrett et al., 2005), while other used scales with inconsiderable modification (Morris, et al., 2007). However, all have consensus to use entrepreneurial orientation dimensions i.e. innovativeness, pro-activeness and risk-taking (Lurtz & Kreutzer, 2017; Pearce, Fritz, & Davis, 2010; Syrjä et al., 2019). Similarly, Grinstein (2008) in an extensive meta-analysis concluded that

Market Orientation (MORT) at its own cannot bring positive performance in an organization. While other scholars strongly suggested that rather than focusing more on direct effect of MORT on performance, it would be more conclusive to study MORT in various combinations of other strategic orientations (Baker & Sinkula, 2009; Farooq, 2018; Hakala, 2011; Hult & Ketchen, 2001).

As discussed in the previous section that literature on the strategic orientation has a great consensus that Market orientation (MORT) is not the only effective strategic orientation. New study indicates that organizations that bring together MORT with other strategic orientations can even perform better than organizations that adopt MORT alone (e.g. Baker & Sinkula, 1999b, 1999a; Lückenbach, Baumgarth, Schmidt, & Henseler, 2019). This argument was further supported by Urde, Baumgarth, & Merrilees (2013) that Market Orientation and Brand Orientation should be studied as for synergy effect rather than as alternatives. Brand Orientation (BRO) is defined as an approach in which the organization process focuses on the creation, development, and protection of brand identity as an on-going interaction with target customers so that the purpose of competitive advantages in the form of brands could be achieved in the long run (Urde, 1999, p. 119). Brand Orientation (BRO) is also considered an emerging and well recommended strategy for the third sector (Baumgarth, 2009; Hankinson, 2001b; Hood & Henderson, 2005; Napoli, 2006; Tapp, 1996). Branding for TSOs is very significant as it is a great source of competitive advantage (Aaker, 1996; Keller, Dato-on & Shaw, 2010) as well as valuable utilization of resources (O’Cass and Voola, 2011). However, this study would be interesting to examine how Brand Orientation (BRO) behaves in the presence of Market Orientation and Social Entrepreneurial Orientation and its relationship with Learning Orientation (LOR) will also be studied for the first time.

Another challenging objective of this study is to explore ways to measure the performance in Non-Profit Organizations. As Richard et al., (2015) made a complete review of issues related to organizational performance and described organization specific factors, number of stakeholders and their contradictory performance expectations, heterogeneous resources and regulatory as well as internal compliance could seriously affect performance and choice of performance measures due to different motivations. Another serious issue that relates to third sector organizations is that success and failures is not always measured in financial terms as earning profit is not the ultimate

objective of such organizations. Therefore, all these issues and challenges made the performance measurement in third sector very difficult. However, Ritchie & Kolodinsky, (2003) and other scholars suggested that scant research on non-profit organization performance demands more research on effectiveness and performance but at the same time requires more empirical researches to test new and existing measures so that they can be evaluated for uniqueness. Therefore, in the literature one can find more than 100 performance indicators and various measurement scales been used in different researches. The situation is even more complicated in the Third Sector, where it is always unclear that performance measure actually accomplished objectives of designed programme or government/donor agency (Moxham, 2009). Secondly, due to confidentiality issues, TSOs mostly avoid sharing financial data. Therefore, in TSOs qualitative measurements is used, which address the difficulties with obtaining objective data (Ramayah, Nusrah, & May-Chiun, 2011). Therefore, this research will try to cover the research gap by measuring all three performance measures together in one study which constitute non-financial (volunteers' satisfaction, clients/volunteers increase) financial measures (increase in donation, financial growth etc.) and social effectiveness (fulfilling mission, reaching target groups etc.) of Third Sector Organizations (TSOs) performance.

This study also significantly contributes from theoretical perspective by providing empirical evidence to the literature for Resource Based Theory (RBT) and Dynamic Capability theories that how Organization Learning Orientation (LOR) affects relationship of Market Orientation, Brand Orientation and Social Entrepreneurial Orientation on Third Sector Organization performance. Morgan, Vorhies & Mason (2009) suggested that despite empirical support in marketing and strategic management literature about the strong relation of Market Orientation and performance, it failed to provide a better understanding about how this market-based asset if deployed could lead to competitive advantage. This leads to RBT (Barney, 1991) and its recent Dynamic Capabilities (DC) (Teece et al., 1997) extensions to address this limitation. Specifically, adopting a market information processing perspective, this research will examine MORT as a key market-based asset, and firms' learning capabilities as a key organization relating deployment mechanism. The researchers argued that acquiring resources may not be a challenging task for any organization as they can be easily imitated, however, great challenge is how organization transform these assets into rare, valuable and perfectly non-imitable assets (Barney et al., 2011). Therefore, acquiring or developing resources like

MORT, SEO and BRO are worthless unless the organization has the ability to exploit these capabilities for a sustainable competitive advantage. In this context, Learning Orientation has been introduced as a strong dynamic capability. Learning Orientation has been defined by Sinkula, Baker & Noordewier (1997) as a cultural approach in which an organization develop such kind of values to honour questioning existing knowledge that may ultimately affect an organization's behaviour to value generative learning. Keeping in view the fast changing environment of TSOs and greater competition, it becomes important for an organization to be sensitive and responsive to stakeholders demands and changes to survive in the long run (Basten & Haamann, 2018; Choi, 2014; Werlang & Rossetto, 2019). For this study Learning Orientation (LOR) has been proposed as dynamic capability which can fulfil this task and it would be also interesting to examine its role as a mediator that what kind of effect it can exert on other strategic orientations and whether could help to enhance TSOs performance or not?

To conclude, this research will be first in its nature to provide empirical evidence that how different TSOs working in Pakistan could better meet the expectation of stakeholders and what different strategies need to be followed with good management practices from commercial sector to improve organization performance. How Learning Orientation (LOR) could play a role of mediator by effectively utilizing the intangible resources of TSO to compete better in the market and even acquire a competitive advantage? The research will also be helpful for academic scholars to understand the mechanism of extending the management concepts into the third sector. This research will also provide good insight for Pakistani managers working in Third Sector Organizations that a little spending on Market, Brand and Social Entrepreneurial Orientations should be seen as investment as these orientations will help to generate revenue and improve the market performance in the long run and will also work as insurance against unforeseen events.

1.1 Research Gap

The economic contribution of the Third Sector Organizations is quite evident from the literature on the number of factors like number and size of TSOs in a country, the percentage of the population donating in terms of time and value. Like in USA alone in

2006, there were 1.4 Million Non-Profit Organizations and \$295 Billion been donated privately. In the same year, 26.7 % of US adult people volunteered to a total 12.9 billion service hours (Keller, Dato-on, & Shaw, 2010). In addition, an extensive study of 35 nations was carried out by Salamon, et al. (2003) that showed similar patterns for the rest of the world. There were 39.5 million people worldwide working for the NPOs, including 21.8 million salaried staff and 12.6 million volunteers. The cumulative civil sector spending was \$1.3 trillion or 5.1% of the aggregate gross domestic product of the 35 countries studied (Salamon, et al. 2003). Such remarkable size and growth in the sector demands a continuous research on this important but neglected sector. Another reason to focus on this sector is the emerging challenges and issues faced by this sector for different reasons, for instances, public confidence falling quite rapidly (Herzlinger, 1999), cost of service delivery is increasing (Bradley et al., 2003), profit-making sector is showing keen interest to entre non-profit sector as a key social service provider under corporate social responsibility (Ryan, 1999), rise of challenges to transform ideas into effective outcomes (Drucker, 1993). This led to the argument that TSOs should follow business like approaches to secure sufficient resources and better utilize these resources so that beneficiaries could get maximum advantages and all this can be achieved by adopting management practices (Suykens, De Rynck & Verschuere, 2019). The researchers started criticizing the conventional style of management of third sector organizations and started emphasizing to borrow good management practices or strategic orientations from commercial sector to achieve competitive advantage (Chad, 2013a; Hvenmark, 2013; Maier et al., 2016). One of the popular approaches that got great attention was managerialism approach that believes in the notion that management knowledge and procedures should be utilized by organizations in the non-profit sector. Therefore, the outcomes of different strategic orientations on the Third Sector Organizations (TSOs) performance have received great attention in last two decades. This study tried to cover the gap in the literature by discussing how different orientations are as useful for third sector as they are important for commercial sector and to examine the nature of the relationship among different strategic orientations like Market, Brand, Social Entrepreneurial and Learning Orientations on the Third Sector Organization performance with a complementary approach rather alternative approach, which has been highlighted quite recently (Alanazi, 2018; Alarifi et al., 2019; Chad, Kyriazis, & Motion, 2013; Duque-Zuluaga & Schneider, 2008; Schmidt & Baumgarth, 2015; Syrjä et al., 2019).

After the foundational work of Venkatraman (1989), a lot of passion been shown to discuss strategic management with different orientations. However, despite so many orientations like customer orientation, product orientation, technology orientation, the prominence of the Entrepreneurial Orientation, Market Orientation, Learning Orientation and Brand Orientation remains in the literature. They have been discussed in the literature in different context like “positional advantage” (Hult & Ketchen, 2001; Lonial & Carter, 2015) “culture of competitiveness” (Hult, 2002) or “proactive learning culture” (Gnizy et al., 2014) but market orientation is most frequently discussed as well as recognized as most influential orientation in the performance of the organization. However, majority of the studies only investigated the direct and limited association between single orientation and the organization performance (Grinstein, 2008; Wiklund, 1999) which is again very much fragmented (Andreas Rauch, Johan Wiklund, Lumpkin, 2009; Liao, Chang, Wu, & Katrichis, 2011; Sepulcri, Mainardes, & Marchiori, 2020). Another issue which needs detailed investigation is the debate on Market Orientation and Brand Orientation relationship nature as both have been discussed in different ways: either as strong rival orientations, Brand Orientation as Market Orientation Plus or as complementary orientation where both can have strong synergic effect on the organization performance (Baumgarth, Merrilees & Urde, 2010; Lee, O’Cass, & Sok, 2019; Urde et al., 2013).

Despite the availability of extensive literature that covers how Market Orientation (MORT) affect performance (Perf) both in commercial sector (Kirca, Bearden, & Hult, 2011; Narver & Slater, 1990; Yu, Jin, & Li, 2010; Zainul, Astuti, Arifin, & Utami, 2016) as well as in the third sector (Alanazi, 2018; Glaveli & Geormas, 2018; Imam & Zainul, 2014; Lee, Chan, & Prendergast, 2019) however, still many studies found weak or insignificant relationship between MORT and Third Sector Organization Performance (Perf) (e.g. Voss & Voss, 2000; Wood, Bhuian, & Kiecker, 2000). Likewise, a considerable number of researchers are trying to ascertain whether merely possessing Market Orientation can provide organizations a sustainable competitive advantage and exceptional performance? Researchers are notably concerned that market orientation may only reflect on customers' articulated needs rather than a deeper comprehension of current and potential customers' implicit needs. They also warn that over-emphasis on customer would disrupt innovation and R&D activities and market orientation may be only helpful for short term advantages and lead to single-loop learning (Choi, 2014; Zhou, et al., 2005). Moreover, to the extent that the firm's competitors are also market oriented, not only

Market Orientation fails to provide a competitive advantage, but it becomes a cost of doing business or a failure (Kumar et al., 2011). Therefore, scholars started arguing that no organization can perform well with only one strategy and different strategies need to be followed simultaneously and only those organizations would perform better with culture of multiple strategic orientations (Choi, 2014; Deutscher et al., 2016; Schweiger et al., 2019). Consequently, this study will contribute in the literature to find out how different strategic orientations react when introduced simultaneously and what kind of role Learning Orientation could play when introduced as a mediator in the presence of MORT, BRO and SEO and their effect on the organization performance. These strategic orientations are proposed as organization intangible resources under Resource Based Theory (Barney, Ketchen, & Wright, 2011) that may help in organization performance but another interesting research area that this research is trying to explore is that LOR has been introduced as a mediator as well as a dynamic capability to examine whether TSO performance would improve to achieve competitive advantage (Teece et al., 1997). Similarly, literature has mostly focused on sequence orientation approach or alternative orientation approach but research on complementary orientation approach is scarce and this study is an effort to study whether these different orientations affect organization performance more in complementary mode or as alternatives (Hakala, 2011; Lückenbach, et al., 2019; Schweiger et al., 2019).

Another area of interest of this study is to bring better clarity about Social Entrepreneurial Orientation (SEO) concept in the third sector context. As against traditional Third Sector Organizations (TSOs), SEOs main objective is to resolve social as well as environmental problems by incorporating modern management practices and means of innovation, and to work even profitably. However, there is different school of thought about nature of profitability. Many scholars believe Social Entrepreneurship as a way of resolving social issues with innovation and adoption of entrepreneurial behaviour (Morris, Webb, & Franklin, 2011; Syrjä et al., 2019). While others believe in business-like approach where organization generates revenue to become financially independent (Abu-Saifan, 2012; Zahra, et al., 2009). However, there is a consensus in the literature that supports the importance of Social Entrepreneurial Orientation (SEO) in the third sector and conclude that the reason for interest in social entrepreneurship in the third sector is mostly associated with economic efficiency, to avoid costly decisions and to accomplish

mission and goals with better efficiency (Jiao, 2011; Kusa, 2016; Short, Moss & Lumpkin, 2009). However, these normative stances need to be empirically tested and scholars like Kusa (2016) recommended to use profit sector scale in the third sector with minor modification, while Jiao (2011) suggested to move out of what is and what not social entrepreneurship debate as its time to empirically validate the concept in the third sector. Therefore, this study will contribute in the literature from contextual as well as theoretical aspect by bringing better understanding of Social Entrepreneurship concept and will also contribute from methodological point of view by extending and adapting the use of entrepreneurial orientation dimensions for empirically testing Social Entrepreneurship in the third sector.

This study also tries to cover the examination of relationship between Brand Orientation and Learning Orientation which has been proposed by many scholars in the future recommendations (e.g., Anees-Ur-Rehman, Wong & Hossain, 2016; Baumgarth, Merrilees & Urde, 2013; Schmidt & Baumgarth, 2015) but no research work can be found with conceptual or empirical relationship so far. Learning Orientation (LOR) has been discussed well with other strategic orientations like MORT (Kharabsheh et al., 2017; Zainul et al., 2016) and SEO (Lückenbach et al., 2019; Wang, 2008) but it's association with BRO is missing in literature. This is why there is a need to understand Brand Orientation in the Social context and its relationship with other strategic orientations like LOR. This research gap will again provide empirical evidences in support of complementary approach. This research will also try to cover practical gap by discussing why managers should consider Brand Orientation as an important and relevant orientation for the success of third sector organizations and improving learning culture of the organization (Baumgarth et al., 2013; Hankinson, 2001a; Schmidt & Baumgarth, 2015).

Last but not the least, another area of research gap is to present the difficulty in understanding the performance issue in the third sector and how to address financial sustainability. There is a huge gap between profit sector and third sector performance measurement due to nature of the businesses (Pierre et al., 2015). In profit sector main motivation for doing a business is to earn profit to maximize share value for the stakeholders. While in case of third sector organization major reason for existence is to solve social issues and distribute the donations effectively. However, the mission can only be achieved effectively if TSO can generate funding with sustainability. The most

discussed route to financial sustainability is to adopt practices from outside non-profit sector particularly from for-profit sector (Beaton, 2019). Yet, the major issue is that third sector organization performance is quite complex, multidimensional and one size does not fit for all that needs special attention to understand the concept and empirical work is required to increase the validity and reliability of performance measures (Herman & Renz, 2008; Richard, McMillan-Capehart et al., 2009).

In Pakistan the non-profit profit sector remains relatively small and underdeveloped. In the early 90's this sector observed a positive growth due to return of democracy, deregulation and privatization, emergence of international coalition of civil services as well as deterioration of government financial position also restricted the social services programs through public platform. In addition to that in 1999 even global banks like Asian Development Bank (ADB) also realized the importance of non-profit organizations in country programming and its mission met NPOs to discuss scope for capacity building support and to develop mechanism for government-NPOs partnership and cooperation in the field of social welfare programs (Asian Development Bank, 1999). All these factors helped to support this sector that is evident from five years plan documents as well as different acts like granting special financial incentives for philanthropic contribution through corporate and private individuals for third sector organizations (Pasha & Iqbal, 2002). However, in late 90s this sector also faced a hostile attitude at provincial level by initiating intelligence enquiries, deregistration of different organization working for advocacy group as well as at federal level by introducing a bill at National Assembly to regulate and control third sector organization. Similarly, the research work also highlighted different issues faced by third sector in Pakistan that broadly fall under government policies, funding, management and human resource management. Under government issues legal status and the scope of the government control; while within funding highly ranked issue was related to financial sustainability, while under management and human resource major issues were related to professionalism, training which are considered major reasons for organizational poor capacity and lack of accountability within the non-profit sector (Civil Society Center, 2009). It would not be unfair to conclude that financial sustainability is the main root cause of major problems faced by Pakistani non-profit organizations. As government funding is very limited and whatever is contributed that is for capital expenditures rather

recurring expenditures, therefore most of the small organizations could not pursue their missions, once donation is consumed. After that most of the organization could not invest in capacity building and to attract qualified personnel due to uncertainty of employment. In case of foreign donation, international donors donate fund to local non-government organizations for initial period of support with a view that these organizations would be able to build good reputation and able to generate fund from local sources. However, the bitter fact is that it may seldom happen. Lack of professionalism is another serious challenge that Pakistani non-profit organization is facing now a days. Though voluntarism is considered strength of third sector however, it limits the capacity to deliver beyond a certain point. Therefore, in case of complex project or services like health, the need of innovation and effectiveness is highly required to deliver services with professionalism. To address all these issues and improve third sector organizational performance, it is therefore highly recommended to adopt business like or corporate management practices.

To conclude, this study will contribute in the strategic management and marketing literature to find out what kind of relationship or association exist between different Strategic Orientations like Market Orientation (MORT), Brand Orientation (BRO), Social Entrepreneurial Orientation (SEO) and Learning Orientation (LOR) and whether these intangible resources can affect the third sector organization performance (Perf) or not?

1.2 Problem Statement

Third Sector for last few years facing one of severe government regulations and accountability, while increase in the numbers of TSOs lead to great competition for funds and donors have also become very demanding from capacity as well as performance (Hashim & Abu Bakar, 2011). In such situation debate on business-like approach or adaptation of strategic management practices from commercial sector has gained great attention to address the issue of TSOs sustainability (Beaton, 2019). However, scholars are very much divided between adoption of these practices vs. mission drift and idealism and the major reason is that literature is very limited as well as fragmented (Suykens, De Rynck & Verschuere, 2019). However, recently scholars started focusing on business-like concept under marketization and entrepreneurial behaviour of an organization to understand their consequences (Chad, 2013a; Maier et al., 2016). In the TSOs different

marketing tools like communication with all stakeholders, public relations and publicity events and seminars might have been used in daily routines but all these may be never planned with better integrations by higher management authorities or in other words the term “marketing” was mostly used as hard promotion (Dolnicar & Lazarevski, 2009; Maier et al., 2016). Similarly, Andreasen and Kotler (2003) argued that TSOs have false belief that their products or services are always needed by the market and this is why there is no need to use it in non-profit sector. One possible explanation could be that though no one can deny role of strategic decisions in the performance but as third sector remained under researched area in the developed countries and especially in developing countries, this is why greater misconception and misunderstanding prevails both theoretically as well as in practice (Lückenbach et al., 2019; Prugsamatz, 2010) and this study is an effort in this direction to address this gap.

Hasaj and Kruja, (2012) and Khan and Bashir, (2020) pointed out that one of the biggest issues of Third Sector Organizations (TSOs) is their limited capacity in development programme and this is why donors face difficulties to find the best partner in this area. If an organization does not have good capacity and skill, it may fail to utilize resources efficiently, achieve organizational goals and satisfy its stakeholders (Maier et al., 2016). Lack of organization learning culture is considered a major determinant for such poor capacity as TSOs only rely on single loop learning as a solution to meet future challenges (Choi, 2014). From Pakistani perspective, third sector organizations performance is mostly attributed to the founder enthusiasm and motivation and thus may discourage the need of education, planning, managerial skill and standardized certification, finding solutions through innovation and entrepreneurial behaviour. This is why only around 500-700 are such TSOs which work efficiently and effectively as a role model, while thousands of CBOs are generally weak and face issue of sustainability.

Another modern strategic orientation which is mostly ignored by Third Sector Organizations is to focus on image, reputation and identity of the organization (Schmidt and Baumgarth, 2014; Sepulcri et al., 2020). This is more serious issue for those third sector organizations which are working in lobbying and sensitive issues like women empowerment or gender equality issues. Organizations working on these areas normally face quick backlash, negative word of mouth and ultimately will create negative image. Similarly, leaders of religious parties and seminary elders also have negative perceptions

about TSOs and thus mostly involve in negative propagandas. Therefore, third sector could better leverage its role in society by focusing more on corporate branding issues.

To sum up, third sector organizations are very much different than commercial organizations but it can be argued that TSOs can improve the organization performance and meet future challenges, by barrowing the strategic orientations from commercial sector with few adaptations. This research will provide a better insight that Non-Profit Organizational Performance (Perf) improves by introducing these strategic orientation independently or in complementary mode and what kind of effect on organizational performance can be achieved through better understanding of market, good branding strategy and by incorporating more innovative strategy with the help of developing a good organization learning culture.

1.3 Research Questions

This research work will try to get answers for fallowing research questions.

- i.** Does any relationship exist between market, brand, social entrepreneurial, learning orientations and the performance of Third Sector Organizations?
- ii.** Does Organization Learning Orientation (LOR) mediate the impact of rest of orientations (Market, Brand and Social Entrepreneurial) on the Third Sector Organization Performance (PERF)?
- iii.** Is there any relative effect of these different orientations (Market, Brand, Social Entrepreneurial and Learning) on the performance of third sector organizations?
- iv.** Does the third sector organization performance change when Learning Orientation is introduced as organizational capability?
- v.** Can the performance of Third Sector Organizations be measured objectively only or measuring subjectively can also be effective to measure performance?

1.4 Research Objectives

The main objectives of the study are given below:

- i. To examine whether Market Orientation (MORT), Brand Orientation (BRO), Social Entrepreneurial Orientation (SEO) and Learning Orientation (LOR) affect the Third Sector Organization Performance (Perf).
- ii. To investigate the mediating impact of Organizational Learning Orientation (LOR) on the relationship between all other orientations (Market, Brand, Social Entrepreneurial & Learning) and Third Sector Organization Performance (PERF)?
- iii. To analyze the relative effect of all orientations (Market, Brand, Social Entrepreneurial & Learning) on the performance of TSOs
- iv. To examine what role Learning Orientation (LOR) plays as an organization capability in the organizational performance of TSOs.
- v. To identify whether performance of Third Sector Organizations can be measured only objectively or subjective measure is also effective.

1.5 Significance of Study

This research is designed for academicians, researchers and all those senior managers who are interested in development sector and specifically Pakistani Third Sector Organizations. There are more than 25,000 Third Sector Organizations working in Pakistan but the survival figures are not so encouraging. Only 7-8,000 are operating with good capacity. There could be different reasons for poor performance of Non-Profit Organizations but one reason could be lack of professionalism and resistance to follow managerialism approach to meet future challenges (Hasaj & Kruja, 2012). Therefore, this research provides a good foundation for providing justification of managerialism approach in the third sector organization context and how borrowing management practices from commercial sector could be a useful phenomenon (Beaton, 2019; Suykens et al., 2019). This study is also quite significant from academic point of view as it provides a good evidence that how management concepts and strategies can be extended to unconventional fields like Non-Profit Sector and Managerialization concept provides a

bridge. This study provides good information about issues and challenges lie in adapting strategic orientations from commercial sector and why third sector is quite different industry where performance goals are quite different than commercial sector. One of managerialism approaches that this study covers is the Marketization that tries to cover how sensing market could be helpful for the third sector performance (Alanazi, 2018; Chad et al., 2014). The significance of this research can also be evident that it tries to cover the inconsistent literature on the benefit of combining Market Orientation and Brand Orientation, as one school of thought supports the performance benefit of combining both (Anees-Ur-Rehman et al., 2016; Tuominen et al., 2009) while others do not support (Anees-ur-Rehman & Johnston, 2019). One of the reasons is that previous literature has focused very much on Brand Orientation as an independent strategic orientation or in other words could say mostly focused on introducing Brand Orientation as an alternative to Market Orientation. However, in this research, arguments been developed on the basis of (Hakala, 2011; Urde et al., 2013) research who have suggested that these orientations should be regarded as a synergy or supportive orientation rather than alternative or competing against each other. Similarly, this study also tried to address inconsistent literature on Market Orientation and Social Entrepreneurial Orientation role in developing learning culture with empirical research and for the first time relationship of BRO with Learning Orientation (LOR) been discussed which emphasizes that not only Market Orientation but even BRO can also support an organization in developing a learning culture.

Secondly, the research is differentiated from other strategic orientation studies as it test the effects of Market Orientation (MORT), Brand Orientation (BRO), and Social Entrepreneurial Orientation (SEO) on the performance of the Third Sector Organizations (TSOs) independently as well as complementarily (Lückenbach et al., 2019; Schweiger et al., 2019; Syrjä et al., 2019). All these orientations have been partially or in combination have been explored within a particular sector and with different performance variables but no such research has been conducted in which the causal effect of all these orientations on performance as a whole in multiple sectors has been explored generally in developed countries and particularly in developing countries like Pakistan. It is generally argued that TSOs with more customer oriented, open to new ideas and with ability to utilize branding concepts can help a TSO to improve social services and generate funds with competitive advantage. As Pakistani TSOs normally follows very traditional strategies therefore, this

study provides guideline what different strategies need to be focused to innovate and changes can be introduced to make organization more customer oriented and achieve its performance goals effectively.

The significance of this research can also be proved that this study has provided strong conceptual as well as empirical evidences that what kind of relationship exist between different strategic orientations and the organization performance. Whether organizations with better Market Orientation, Brand Orientation and innovative practices can improve the fund generations, better service delivery and can make better social impact in the society. A detail discussion on the complex nature of the organization performance, its different types and how it can be studied with different context in Non-Profit Organization can also help policy makers to evaluate performance with different objectives (Willems et al., 2014). This research has opened new avenues for academicians to bridge the commercial and non-commercial sector to learn from experiences and researchers can also train the practitioners how to adopt new management practices.

This research also provides good insights for managers as this research is first step to understand and see implications of TSOs organizational strategies from Pakistani context and also provides a good direction for senior management of Third Sector Organizations to find out what are modern trends in TSOs business performance and what may be the essential drivers for the performance improvement of a Third Sector Organizations. Three variables Market Orientations (MO), Brand orientations (BO) and Social Entrepreneurial Orientations (SEO) have been selected with a logical reasoning and its strategic importance as discussed in previous studies (Gordon et al., 2014; Modi & Mishra, 2010; Morris, Schindehutte & Allen, 2007). Market Orientation variable will help to find out how much an NPO is market oriented and its policies are designed to satisfy its customers/stakeholders. Market Orientation culture will also help to develop information generation and sharing culture to keep them up-to-date. Entrepreneurial Orientation will help TSOs to innovate the services, introduce friendly and new mechanism to participate in TSOs programs. However, Market Orientation (MORT) at its own could not play a significant role if an organization brand is not well recognized and people do not feel any excitement about being associated with a brand. Managers should focus on corporate branding strategies and how to match brand personality with stakeholder's perception. This is only possible when organization management keep

engage itself with stakeholders and frequently learn about their preferences and likes and dislikes (Khan & Bashir, 2020). Organizational Learning capability used as a mediator has significant role in utilizing these three strategic resources to develop an edge on the competitors. As only acquiring resources not sufficient unless organization has different capabilities to retain, transfer and use these resources better than competitors. Similarly, acquisition of information is not sufficient unless organization has a culture to challenge current policies and procedures. This is why Market Orientation strategy may be useless if organization does not have capability to learn about customers or competitors with better competencies (Mahmoud, Mohammed Abdulai., Yusif, 2012; Rupčić, 2016).

This study also provides a good framework to meet UN sustainable goals for 2030. The role of Third Sector can also be seen under UN goal number 17 that encourages cooperation and collaboration among all stakeholders and partners to achieve all 16 goals for sustainability. Third Sector in collaboration with public sector and private sector can help in reducing poverty, providing clean water and environment and to provide other basic needs of common people.

1.6 Organization of the Study

The organization of the thesis for the upcoming thesis part is as follows:

In the Chapter 2, a comprehensive literature review of all variables and their relationship is discussed under the proposed hypothesis. The chapter discussion starts with basic overview of Third Sector Organization, the strategic orientation and theoretical background that lays foundation which different theories like Theory of Firm, Resource Based Theory etc. are relevant to the proposed model and explains their logical relationship. Then it is followed by discussion on dependent variables, independent and control variables and at the end a critical review of hypothesis is done.

In the chapter 3, research methodology been discussed to address its philosophical aspects, research approach, strategy, time horizon and with a complete research design. The research design provides a complete detail that what survey instrument been used, what was the population and what sampling technique been used for a god representative

sample and how data was collected from respondents. It is followed by what data analysis technique used and rationale for software been discussed in detail.

In chapter 4, a thorough discussion on different demographic and descriptive as well as measurement and structural analysis been done. Under the measurement model different reliability as well as validity tests been done to confirm path analysis. At the end of the chapter structural model analysis is discussed to test hypothesis.

In Chapter 5, a critical discussion on the results and proposed model findings has been carried out. In this chapter different contributions like theoretical, practical and policy have been discussed followed by conclusion as well as recommendations for the future study and limitation of this study has been discussed.

Chapter 2

Literature Review

This chapter tries to cover past literature on the variables of author model, what kind of relationship been discussed and how mediating variable can affect causal association of dependent and independent variables. What is the history, antecedents and outcomes of these variables? Before starting the discussion on model variables and their relationship, it is good to understand nature of the industry/sector in which this study is conducted and understand strategic orientation concept as well as a theoretical framework is also discussed to understand the relationship of constructs with different theories.

2.1 Third Sector Organization (TSO)

Organizations are structured entities established to execute specific operations that may help to achieve organizational objectives. Normally organisations can be categorized under three main sectors: Public sector, private and third sector. Third Sector Organization (TSO) generally distinguished from public and private organizations on input, output and how organizations distribute surplus revenues (Morris, 2000). The third sector also called social economy is a term that is normally used for such organizations in the economy that neither work with motive to earn profit nor to serve as government agencies. They are considered private organizations that perform in an economic environment but to deliver products and services to their members or constituents. Their existence is neither to meet financial gains for owners nor to generate income for executives. They operate to achieve social mission with free choice rather with a compulsion. Therefore, non-profit organizations also fall in the domain of third-sector (Salamon & Sokolowski, 2016).

Third sector possesses institutional reality and can be distinguished from informal entities like a family gathering or a movement, secondly profit is not returned to owners or equivalent that distinguishes from businesses and mostly relies on voluntary inputs for routine management activities. Third sector organisations that make up charitable associations, non-profit organizations, non-governmental organizations, organizations of individuals, community-based groups, cooperatives and organizations of civil society are continuing to grow exponentially in all countries around the globe as well as in Pakistan their number is increasing day by day.

According to Asian Development Bank (1999) report on Non-Government Sector quoted UNDP that NGOs figures in Pakistan are around 7,000 to 10,000 registered under different laws. However, if unregistered NGOs and Community Based organizations (CBO) are also combined the total figure reaches between 25,000 and 30,000. Most of these groups operate in five main areas: activism and mobilization, policy issues and campaigns, humanitarian assistance, rehabilitation services, and program for future development. NGOs ' capability in the development program is quite insignificant, and it is difficult for donors to find the best collaborator in this region. Canada International development agencies highlighted the issue of comparable credentials, delivery mechanisms, coverage and linkages and found very few organizations have reliable system. Among them 500-1000 have very effective NGOs which work efficiently and effectively while thousands of generally weak CBOs.

Pakistan is also an influential country with a rich culture of charity work and volunteer work in South Pacific Asia. In the domains of private organizations, the public sector and many other sectors, extensive research has been conducted. But from research perspective, the third sector and non-profit industry have been least considered. The third sector is the rapidly growing service sector in all nations, as well as for Pakistan. Hence, it is critically important to pursue research in this field to learn explicitly about both the strategic orientation of the third sector and its effect on performance (Bukhari, Jabeen & Jadoon, 2014).

Before starting the discussion in details it is also pertinent to know that all third-sector organizations' operations fell primarily into six different social roles: service delivery, creativity, personal expression, development of social capital, political lobbying

community participation (Moulton & Eckerd, 2012). Similarly, Salamon (1987) also proposed three reasons for existence of Non-Profit Organizations (NPOs) as “market failure, government failure” “contract failure”. State usually takes liability for delivering goods not accessible from the private industry (market failure). Nevertheless, if a government decides not to supply such products (government failure), then TSOs may join and supply these products and services. Contract failure arises once the buyer is not the user or if there is no confidence in a profit entity, TSOs are therefore deemed to be more trustworthy in the execution of the service (Hansmann, 1980).

Current research on Third Sector Organizations (TSOs) can be divided into three main literature sources. The first illustrates the interpretation of the theory and scope of TSOs (Austin, 2000; Mair & Martí, 2006) and the explanation of what they are and what comprises the nature of TSO. The second study stream explores the third sector business model relying primarily on probing the nature of the Social Enterprise (SE); a hybrid business model incorporating the economic as well as social aspects of business operations, reflecting the model's systemic complexities and even the justification of the commercial presence of TSOs, and finally creating operational ramifications for TSO's functions (Cooney, 2011; Foster & Bradach, 2005; Weisbrod, 2004).

Eventually, the third source of studies traces the impact on performance when TSOs embrace innovative communication and management techniques for their business operations. For instance, numerous articles use the resource-based approach to discuss the organizational capability growth of TSOs (Brooks, 2008; Dees, 2001; Mahmoud & Yusif, 2012; Voss & Voss, 2000). Here, author attempts to contribute to this particular stream of studies on Strategic Orientations (SOs) behaviour, with a particular focus on how different SOs like Market Orientation (MORT), Brand Orientation (BRO), Social Entrepreneurial Orientation (SEO) and Learning Orientation could make an impact on Third Sector Organizations (TSOs') performance.

2.2 Strategic Orientations

The company's good performance is largely related to a business strategy because it is considered a great source of a competitive advantage. Basic goal of strategic management is to accurately predict and make inferences about company overall

performance (Ketchen, Hult, & Slater, 2007). The literature also mentioned competitive strategy with different concepts and terminology such as it is often defined as strategic fit, while others used strategic choices however, recognized more consistently as strategic orientation (Morgan & Strong, 2003). Strategic orientation can be described as an approach to determine suitable strategic practices in order to accomplish a long-lasting superior performance (Gatignon & Xuereb, 1997). Strategic orientation's key motivation is to envisage the lack of certainty portrayed in the environment and to make competitive balance between internal capital (RBV) and external forces (Porter, 1980).

Throughout existing literature, strong direct link between Strategic Orientations (SOs) and organization overall performance is clearly apparent (Escriba-Esteve, et al., 2008). Contemporary research suggests that this is not straightforward, however the significance of the complex relationship between SOs and performance must be taken into account (Baker & Sinkula, 2009; Grinstein, 2008; Schweiger et al., 2019; Shoham et al., 2005). While various configurations (sequential, alternative or complementarity) of SOs have a some kind of positive influence on organization profitability, however, (Deutscher, et al., 2016; Hakala, 2011) conclude that the interplay of strategic orientation has not settled yet and there is a need to better understand different combinations of strategic orientations and how they affect organization performance in the presence of different environmental factors or an organization characteristics. These strategic orientations have mostly been discussed under sequential or alternative pattern but scholars like (Hakala, 2011; Wales et al., 2018) have argued that there is a need to understand what different combinations may be helpful for organization performance and under what conditions and environment and this may provide good direction to managers that rather than investing separately why not create a synergy to achieve superior performance.

2.3 Theoretical Background

2.3.1 Theory of the Firm

Economic and management theory are not so much similar to each other due to methodological perspective. As economic theory based on positive science that explains

behaviour of agent, while management theory relies on applied science to resolve practical management issues of an organization for achieving defined objectives. However, management borrows ideas and concepts from different disciplines like psychology, economics, organizational theory etc. that makes this discipline interdisciplinary. As management also has different branches like production management, personnel management, strategic management and all these branches somehow connected with its own economics theory. One of such theories is Theory of Firm that connects economics with strategic management and tries to answer why organization exists, what is the scope and size of a firm and how top management of organization decides to what extent internalize or outsource specific activities and most importantly how a firm can create profit or value for all stakeholders. A firm or an organization exists to compete for customers and resources available both externally as well as internally. Such organization strategies that create and assume more value against the key players or competitors in the economy would definitely grow and prevail. Economic theories are more concerned about growth, survival and profit of an organization, irrespective what is happening in the market, while strategic management provides a direction for future and has to respond to environmental changes by adopting different strategic measures to operate smoothly. This is why organization or firm should be clear what kind of products or what type of market it should enter (Ansoff, 1965). If an organization goes beyond its scope, it should know whether such decision can create good value for stakeholders or not? Similarly, acquisition of resources and transformation of inputs into output through a production unit or a process does not guarantee good performance but it depends on manager decisions and knowledge about his surrounding environment and customers need. Similarly, difference in firm's performance and to become differentiated may also be restricted due to different institutional pressures or failure to understand environment. This is why these questions have been debated for decades and different sub theories been proposed under theory of firm like neo classical theory, porter's theory of positioning, transaction cost theory, principal agent theory and contract theory. However, recently Resource Based Theory and Dynamic Capability Theory have gained good attention of scholars as these theories tried to answer the question that why few organizations perform better than others, through internal resources of an organization. This research model also proposes in the same direction that an organization can compete better than competitors

if it could acquire intangible resources like (MORT, BRO, SEO and LOR) in such a way which are not easy to imitate and able to develop differentiation.

2.3.2 Resource-Based Theory (RBT)

In strategic management literature there has been an extensive debate that why some organizations fail to perform while others continue to perform very well and even excel from competitors. This is the area which has been explored deeply in strategic management literature and remain a hot topic for decades to propose different perspectives for superior performance (Barney, 1991; King, 2007; Ma, 1999a, 1999b; Porter, 1985). From the existing literature only two viewpoints got a dominant attention i.e. Positional Advantage (PA) and Resource Based Theory (RBT) of firms. The positional view claims that the source of advantage can be attributed to the position of a firm within an industry while resource-based view of firms believes the source of competitive advantage lies in the capabilities and competencies which relies on the firm own resources (Barney, 1991; Hamel, & Prahalad, 1994). This view has started receiving great attention in the management literature because it emphasizes that an organization could only achieve competitive advantage when it has unique, non-imitable and valuable resources. The definition of Resource Based View (RBV) also called Resource Based Theory (RBT) proposed by Barney (1991) has been interpreted by different scholars in Priem & Butler (2001) article as follows:

Bates & Flynn (1995: p. 235) defined Resource Based View "This theory rests on two key points. First, that resources are the determinants of firm performance (Barney, 1991; Schulze, 1992) and second that resources must be rare, valuable, difficult to imitate and non-substitutable by other rare resources. When the latter occurs, a competitive advantage has been created (Barney, 1991).

The work on the importance of resources for the growth of firms is not new and was initially highlighted by Penrose (1959) and other scholars like Rubin (1973) and then by Wernerfelt (1984) who developed the concept of firm as a bundle of resources but Barney (1991) move the arguments of these and other scholars to a new level, and based his clarification of the RBV on two fundamental presumptions:

- Resource heterogeneity: The competing companies may own multiple bundles of resources.
- Resource immobility: there may exist resource differences.

The use of Resource Based Theory (RBT) is not limited to strategic management but its application in strategic marketing has also been found quite useful (Day & Jean-Denis, 2016; Kamasak, 2017; Kraaijenbrink et al., 2010; Lee et al., 2019; Schmidt & Baumgarth, 2014). The good thing about RBT is that it is not limited to theoretical sphere but provides very effective application with outcomes in the real world. Another benefit of the Resource Based Theory is that it provides a good framework to identify what rare resources an organization lack and what kind of resources need to be safeguarded and preserved in combination with other or new resources. However, it is worth to mention that all organizations work with limited resources and if managers are not able to redesign resources efficiently into processes then an organization may fail to achieve competitive advantage. As this study tries to explore the concept that good performance or value creation is a function of the resources and organizational capabilities therefore, RBT could help to understand why Strategic Orientations (SOs) such as Market, Social Entrepreneurial and Brand Orientation as strategic assets and resources of the firms can influence the performance of organizations. Market Orientation has been identified by different strategic marketing scholars as the ability to learn about the market environment and to use this knowledge to guide future actions appropriately that may ultimately lead to organization performance (e.g., Corte et al., 2018; Kozlenkova et al., 2014). In this study, Market Orientation is discussed as a strategic intangible resource through which differentiation can be achieved if organization is able to understand market changes and exploit them better than competitors. Voola, Casimir, Carlson & Agnihotri (2012) also supported this argument that organizations having better resources can utilize them for exploitation of new market opportunities and thus can outperform the competitors. Similarly, Social Entrepreneurship is a process of innovation and adaption that enables an organization to perform sustainably with limited resources. An unprivileged segment of society might have to face issues like waste management, access to quality water, unemployment but a social entrepreneur can resolve these issues despite having limited resources. This is only possible if organization has acquired valuable, perfectly non-imitable and substitutable resources. Therefore, Social Entrepreneurship as a strategic

resource is quite critical to social innovation and to achieve non-economic, economic as well as social mission goals (Day & Jean-Denis, 2016). Gisip & Harun (2013) also proposed Brand Orientation as a strategic resource and its link with performance. Urde (1999) mentioned that brand-oriented companies can integrate their internal resources and capabilities to create brand competence through value creation and a meaningful creation process. From the resource-based perspective brand competence has been viewed as a high-order competence (Collis, 1994; Danneels, 2008), which integrates the various internal resources of an organization to achieve the task of creating added value for a brand. Consequently, the establishment of brand orientation is subject to whether an organization possesses adequate internal resources and capabilities. This argument is raised in the context that literature is well fragmented on the role of different strategic orientations combinations on the organization performance as critics argue that these strategic resources alone do not directly contribute to performance; instead they enable organization to perform better at taking strategic actions (i.e. capabilities) and enhance performance (Lee et al., 2019; Tajeddini & Ratten, 2020; Wang, 2008). This is why this research proposed Learning Orientation as a capability which has been discussed under Dynamic Capability theory in the next section. Therefore, this theory will help how different strategic resources can become a source of competitive advantage and how third sector organizations should manage its intangible assets (MORT, BRO, SEO) for getting a better edge on the competitors.

2.3.3 Dynamic Capability Theory

Over the past decade, the concept of dynamic capabilities has been of increasing researchers' interest. This interest can be explained by growing awareness of dynamic capabilities' impact on competitiveness, business practice and performance results. In the scientific literature, researchers recognize dynamic capabilities as a key factor in an organization's innovativeness and competitiveness (Eisenhardt & Martin, 2000; Porter, 1990; Teece et al., 1997; Zollo & Winter, 2002). According to Teece et al. (1997) dynamic capabilities serve as an explanatory tool to analyse the firm's ability to build the competitive advantage in the time of uncertainty and change. The emergence of the dynamic capabilities view was a reaction to the deficiency of both the resource-based and

the action-based view (Mintzberg, et al., 2003) in the new conditions of an economy of knowledge and innovation.

Giniuniene & Jurksiene (2015) in his conceptual paper tried to lay the foundation for measuring dynamic capability empirically and tried to explain what is the relation between dynamic capabilities, organizational learning and innovations and what impact the latter relations have on firm performance. However, it is worth to mention that today researchers are returning to the issue of organizational learning in order to investigate the growth of organization aimed at the innovation development and increasing competitiveness (Cope, 2005; Franco & Haase, 2009; Wang & Chugh, 2014). To find the empirical evidence that how dynamic capability can enhance and affect the competitiveness of the organization, this study used Learning Orientation (LOR) as an organization capability which can help an organization to leverage organization resources like Market Orientation, Brand Orientation and Social Entrepreneurial Orientation for achieving competitive advantage and sustainable performance. In the light of dynamic capabilities concept, Learning Orientation (LOR) might be treated as the way to incorporate dynamic capabilities into the internal processes of the firm. In the historical perspective, Learning Orientation (LOR) is well recognized as an essential element in the models of sustained competitiveness. Researchers have found that organizational learning has positive outcomes on firm's performance both financial and non-financial (Franco & Haase, 2009; Levinthal & March, 1993).

2.3.4 Stakeholder Theory from Non-Profit Perspective

The term stakeholder generally applies to “any person or group that is able to make a claim on an organization's attention, resources or output or who may be affected by the organization” (Lewis, 2011 p.4). This theory has been widely discussed within management and labelled as theory of corporations (Donaldson & Preston, 1995). However, recently scholars started debunking this approach and tried to explain theory more as a “process and procedural justice” rather than as distribution of financial output and demands a different application of stakeholder theory in the third sector organization. In the non-profit sector, stakeholders normally include donors, volunteers, beneficiaries, suppliers, board members and government officials (Modi, 2012) to whom non-profit

organizations are accountable. It is generally believed that to ensure accountability, organization must listen and take feedback from all stakeholders to prioritize their interest and to efficiently achieve mission. However, due to limited capital and human resources, it may become challenging for TSOs to allocate time and attention to all stakeholders and thus one group may be prioritized over the other (LeRoux, 2009). Such compromises are mostly subjective nature rather done with objectivity and may benefit certain stakeholders only rather whole organization. This also suggests that why most of the non-profit organizations always focus on such goals and skills that may not need good investment but only help to achieve short term objectives. This is why adoption of intangible resources, developing capabilities and sustainable financing which may help a non-profit organization to sustain in the long run are compromised and consequently non-profit organizations may not meet expectations of all stakeholders. This implies that with better coordination with stakeholders through good market orientation skill and taking bold and challenging decision with better learning culture may help third sector organizations to enhance organization performance and make this sector more compatible to future challenges where all stakeholders feel happy to achieve social mission of organization. Stakeholder theory implies that organization performance can only be sustainable and improve when its benefits reach to all stakeholders equally and for the best interest of target customers. Otherwise, if only donor or government interests are regarded then organization may serve its short term goals very successfully but could not protect long term goals successfully. This is why in Pakistan organizations never invest for long term goals and always struggle to survive rather focusing its social goals.

2.4 Dependent Variables

2.4.1 Organizational Performance (Perf)

Performance is normally considered a journey not the destination where a particular location could be considered as a particular level of performance. Many organizations could reach at different locations as per their objectives. A university may want to improve its academic department performance level that may ultimately help to improve students learning, research and skill abilities by spending less time. Performance has remained a most debatable and important construct of strategic management. It is

considered a most important criterion to evaluate organizations, their actions and environment. However, the dilemma is that performance definition is still open for debate and except few articles most researches rely on various definitions with more than 100 performance measures that ranges from operating profit, net profit after tax to broad perceptions of relative performance measured differently. The situation even becomes more complicated with usage of single, multiple and even aggregated measures. One of the possible explanation could be that organization normally holds heterogeneous resources (Barney, 1991) and small and large firms would more likely perform in different manners. These different capabilities help an organization to design different policies and strategies and therefore, organization performance measures would be developed as per these strategies and direction. A marketing firm would be more interested in achieving market performance and non-financial goals. Second reason for such variation in performance measure could be the stakeholder's nature and importance in the organizations. In small organizations, owners have more influence and importance being the sole stakeholders and product performance along with profit could be main criteria for performance. However, with the inclusions of more stakeholders like employees, society, partners, NGOs and society in large, there is a greater pressure to increase dimensionality of the performance and include more items related to these stakeholders (Pierre et al., 2015).

Non-Profit organizations are also having an immense pressure to demonstrate success stories to justify its existence and donations they have received and therefore, academicians and practitioners started focus on performance, its measurements and different complexities associated with this concept. It is very important for third sector to demonstrate performance as it is only source to develop confidence and trust on their work. However, as profit is not main motive behind the existence of the non-profit organization therefore, it is always a great challenge for a non-profit organization to demonstrate a meaningful and solid performance to its stakeholders (Claire et al., 2009).

2.4.1.1 Organization Performance Dimensions

Keeping in view research in the third sector and dynamics of organizational performance science as discussed above, Richard et al. (2009) proposed four solid areas of interests which constituents non-profit performance:

- (a) monetary performance (e.g., yearly donations, government finance),
- (b) stakeholder performance (e.g., volunteer satisfaction, donor commitment, identity of stakeholders),
- (c) market performance (e.g., non-profit identity, non-profit brand perception, service quality),
- (d) mission performance (the accomplishment of the objective of the organization).

The effectiveness of non-profit is meticulously linked, but broader than non-profit performance, as it not only concentrates on the calculated input and output of NPO but also its procedures, schemes, and programs to achieve its previous targets.

2.4.1.2 Organization Performance in Third Sector Organizations

The salient feature of Third Sector Organizations (TSOs) is that their primary purpose is to achieve social mission rather earning profit (Hansmann, 1987) hence TSOs may be pursuing different goals (DiMaggio, 2001; Perrow, 1961). Therefore, it may become challenging to measure with one universal formula that how successfully these goals been achieved. In terms of its social and organization nature, the performance of the Third Sector Organizations (TSOs) are multidimensional (Herman & Renz, 2008; Short et al., 2009). To address this issue, scholars used different approaches in assessing performance of TSOs, like using qualitative measures to address challenges in collecting objective information.

Performance evaluation is more complex for non-profit organizations than in the field for profit (Duque-Zuluaga & Schneider, 2008). This can occur when various participants with different expectations are present (Fishel, 2004; Kendall & Knapp, 2000), mission and the program might not be matching (Kaplan, 2001), defining organizational performance might not be so simple and success or failures of a mission could not be easily assessed in financial terms (Evans, Joel, & Berman, 1993). Resources and revenue may be viewed as a means for greater ends that eventually support the organizational goal (Anheier, 2000). Hansmann (1987) discussed the reasons for variation in non-profit goals and proposed that non-profit goals are divided into quantity and quality of the products and services offered i.e., certain organizations can strive to highest

outcomes (e.g. serving the largest possible number of deserving people within a community), others can seek to optimize other forms of inputs instead of outputs (e.g., secured jobs), while others focus on enhancing revenues. Similarly, those organizations that concentrate on societal lobbying, their main performance goal would be to enhance political effect. To sum up it can be concluded that due to different types of goals of different stakeholders there is a strong urge to have a multidimensional measure to evaluate organizational non-profit performance (Fishel, 2004; Herman & Renz, 2008).

2.4.2 Organization Learning Orientation (LOR)

According to organizational learning theory, learning may occur at cognitive level through mental models, structure and schemas that help in understanding environment, and situation. The other school of thought believes that learning is a behavioural phenomenon and one may learn through gaining insight and understanding from experience through experimentation, observation and examination of outcomes. These organizational learning theories tend to underline the significance of the determinants of organizational learning or the organization's tendency and preference towards learning (Dibella, News & Goud, 1996; Goh & Richards, 1997; Hult & Ferrell, 1997; Jerez-Gómez et al., 2005). In order to make optimal use of accessible knowledge within and outside the enterprise to affect organizational performance, organizational learning was often implemented as an exploratory or exploitative skill of an organization. It was considered necessary for the organizations to continue to update when changes take place in the industry owing to rapid evolution, high competitiveness, and fluid environments. The academic community and analysts have significantly taken notice of the organizational learning capabilities. Organization Learning Orientation (LOR) has been subject to extensive research as a means of competitive advantage and as a roadmap to potential business growth (Alegre & Chiva, 2013; Chiva, Ghauri, & Alegre, 2014; Wang, 2008).

Organization learning was primarily adopted as an explorative or exploitative capability of an organization to make perfect use of intelligence available within and beyond the organization in order to affect the organizational performance. A wide variety of explanations of organizational learning capability were discussed in the literature review. According to Chiva, Ghauri and Alegre, (2014) organization learning is “the

process through which organizations change or modify their mental models, rules, processes or knowledge, maintaining or improving their performance”. Organizational learning typically entails gathering, integrating and sharing information both internally and externally to refresh consumer understanding and using it to improve business performance. Thus, LOR can be described as attributes, procedures, competencies or determinants that promote organizational learning process (for example, generation, acquisition, distribution and incorporation of information or knowledge) or permits an organization to learn (Jerez-Gómez et al., 2005). Sinkula and other scholars defined learning orientation as an expression of “that set of organizational culture that influence the propensity of the organization to create and use knowledge” (Sinkula et al., 1997, p. 309). This concept indicates that a focus towards learning orientation involves more than a few quick episodes of corporate training.

Learning Orientation generally reflects the exchange of knowledge, organization of knowledge and the most considerable learning in the organization is the knowledge formation. An organization with that kind of feature is usually more interested in the company's ability to establish core organizational principles, values and beliefs which lead the company to proactive conduct (Baker & Sinkula, 1999b; Hult, Hurley & Knight, 2004). Adaptive and generative learning are the two types of learning most commonly listed, which also strengthen the concepts of singles and doubles learning respectively (Alegre & Chiva, 2013; Kharabsheh, Ensour & Bogolybov, 2017; Sinkula et al., 1997; Wang et al., 2019). The founding principles of adaptive learning are that it is very much progressive, thinking is very much focused and clear and it foresees challenges and possibilities as an evolutionary process. Single-loop learning is kind of learning, based on a repetitive self-regulation method. This technique supports learning by detection and correction of mistakes from the management or previous procedural measures. However, the drawback is that such learning mechanism just focuses on 'what' and 'how' but fails to address the problem of 'why' – the basic assumptions of the dilemma (Argyris & Schon, 1978). Whereas, generative learning is focused on a double-loop learning theory in which long-standing assertions and deep-seated core beliefs of top management and corporate leaders is seriously encountered by searching the answers to ‘Why’ to prevent businesses from sinking into aggressive inertia (Baker & Sinkula, 1999b). The organization who successfully implements these kinds of orientation will execute well and eventually build

knowledge and skills to adapt to their environment (Baker & Sinkula, 1999b; Deutscher et al., 2016; Jerez-Gómez et al., 2005; Kalmuk & Acar, 2015; Zainul et al., 2016).

2.4.2.1 Organization Learning Orientation (LOR) Dimensions

Due to the complex nature of research on organizational learning, therefore, a comprehensive series of work can be found to discuss distinctions between "organizational learning" and "the learning organization" (Kim, 1993), amongst "academic" and "applied/professional" approaches (Argyris, Chris & Schon, 1996), amongst "normative" and "capability" points of view (DiBella, 1995) and between "singular learning" and "organizational learning" (Weick, 1991). Despite such detailed and strong analysis, the concept cannot be understood correctly and this concept cannot be implemented realistically (Goh & Ryan, 1997).

Past research has examined a variety of dimensions of organization learning orientation like internally focused learning, relativistic and market-oriented learning in particular. Internally focused learning demonstrates the capacity for organizations to collect information from internal sources and exchange and distribute information for organizational reform. Internally focused learning includes experimentation or error checking as well as learning through testing (Dixon, 1992; Huber, 1991). The advanced learning process, widely used in manufacturing firms is an internal research and development (R &D) operation, which is a primary source of information (MacPherson, 1992). According to Cohen & Levin (1989) characterizations of industry, such as the concentration of rivalry, demand and research opportunities, may influence internally focused learning.

There has also been considerable debate in the literature that what different factors could play an important role to motivate an organization to acquire capabilities of a generative learning culture. Al-Adaileh & Al-Atawi (2011) stressed on contemporary organizations for a strong, four-components learning orientation i.e. commitment to learning, shared vision, open-mindedness, and knowledge sharing or knowledge exchange to enhance competitive edge within and beyond organizations. There is an agreement in the literature on marketing that a learning strategy includes following four key aspects (Sinkula et al., 1997; Alegre et al., 2013).

➤ **Managerial Commitment**

Managerial Commitment describes the level to which managers of organizations value the integration, acquisition and transfer of knowledge so that a learning culture could be developed. Without managerial support learning could not be seen as a central element and valuable tool for obtaining a long term results (Hurley et al., 1998). Management should also ensure that employees also understand its importance, play an active role in crafting learning environment and also has strong belief that learning plays a crucial role in organization success (Senge, 1990). Management role is also very important in eliminating old beliefs and regenerate the organization by introducing the new concepts so that old beliefs may not act as an obstacle to the change and the way management want to adopt itself according to new trends and requirements.

➤ **System Perspective:**

System perspective means that how to bring all members of organization around the commonly accepted identity. Each employee, department and different sections of the organization should have clear idea of organization's objectives and also knows how they can play a crucial role in achieving these objectives. Organization should be seen as a body/system with different organs/parts that play their own functions but all these must be performed in a coordinated fashion (Baker & Sinkula, 1999b; DiBella, 1995; Stata, 1989). When an organization is perceived and believed as a system then there will be a greater chance to share information and to develop shared mental models. Such culture would help in developing a common knowledge of understanding organization objectives that will ultimately lead to knowledge integration. This knowledge integration then will not restrict to an individual but will develop as a collective nature at organization level.

➤ **Openness and Experimentation:**

The generative learning or double loop learning is not possible without giving freedom to new ideas and point of views both internally as well as externally. This would be helpful in renewing, widening and improving the individual knowledge constantly (Senge, 1990; Sinkula, 1994). This is only possible when an organization management has strong obligation to cultural and working diversity and their willingness to agree to all views with strong motivation to learn from these ideas and to discourage the egocentric

attitude where one believes own idea superior than others (Nevis & Gould, 1995). An organization that has an openness culture would also not face issue in encouraging experimentation that believes in searching for novel and flexible solutions to existing and prospective problems, based on different methods and procedures (Nevis et al. 1995). While, Weick & Westley (1996) argued that in the context of organizational learning, small experiments and incremental changes are more important rather than big experiments and radical changes.

➤ **Knowledge Transfer and Integration:**

Knowledge transfer and integration as a final dimension of LOR is linked to two processes that occurs instantaneously rather sequentially: internal transfer and knowledge integration. Transfer normally happens at individual level by spreading knowledge through discussion and interaction among individuals also called fluid communication and dialogue. Normally fluid communication relies heavily on agile information where accuracy and authenticity of information is more crucial while formal as well as informal meetings and work team interactions are the source of sharing ideas openly and discussing the issues with their solutions (DiBella, 1995; Slater & Narver, 1995).

Throughout recent years, organizational learning has become an increasingly important field of research. Several works have been analysed from different points of view on this variable. Studies are carried out with a psychological approach to this construct (Cyert & March, 1963; Daft & Weick, 1984), a sociological approach (Levitt and March, 1988; Nelson & Winter, 1982), or from the Organizational Theory perspective (Cangelosi & Dill, 1965; Huber, 1991; Senge, 1990). Even more specifically, from a strategic standpoint, learning has been recognized as a means for the organization's differentiation and even as a source of a potential competitive advantage (Grant, 1996; Werlang & Rossetto, 2019).

Table 2.1: Summary of Dependent Variables Literature

S.No.	Variable	Literature
1.	Organizational Performance	Fishel, 2004; Hansmann, 1987; Herman & Renz, 2008; Pierre et al., 2015; Richard et al., 2009; Short et al., 2009
2.	Organization Learning Orientation	Alegre & Chiva, 2013; Baker & Sinkula, 1999; Chiva, Ghauri, & Alegre, 2014; Dibella, News & Gouid, 1996; Goh & Richards, 1997; Hult & Ferrell, 1997; Jerez-Gómez et al., 2005; Kharabsheh, Ensour & Bogolybov, 2017; Wang, 2008; Wang et al., 2019; Zainul et al., 2016

2.5 Independent Variables

2.5.1 Market Orientation (MORT)

Though marketing concept exists for last many decades, however, researchers always find difficulty to find effectiveness of all marketing tools and what is combined effect on the organization performance. Empirical business orientation work started in 1990 with the definition and creation of market orientation constructs. The two landmark studies by Kohli & Jaworski (1990) and Narver & Slater (1990) conducted almost in the same 1990 period to develop market orientation construct. In the literature, different scholars have consensus that the approach to the theory consists of five directions: as business philosophy, as market information management method, as cross functional co-ordination relating to market information being disseminated to every organizational unit, as an institutional source of learning and as a competitive strategy (Baker & Sinkula, 1999b; Deshpandé & Farley, 1998b; Narver & Slater, 1990; Shapiro, 1988). In the literature Market Orientation has been discussed under two categories: culture and behavioural aspects (Amalia, Ionuț & Cristian, 2008). Kohli & Jaworski (1990) are the

pioneer scholars who conceptualize implementation of marketing for the organization under Market Orientation business philosophy and their point of view is considered behavioural one.

“We use market orientation for emphasize the implementation of marketing concept within the organization”

The same concept been proposed by Narver & Slater (1990, p.21) but it emphasizes on cultural environment to provide conducive environment for introducing Market Orientation concept in an organization which they described as “the organisation culture... that most effectively and efficiently creates the necessary behaviours for the creation of superior value for buyers and, thus, continuous superior performance for the business”. For this study, Market Orientation philosophy is based on Slater & Narver (1994) cultural values which they again defined in different way; “We can say that a firm is market orientated when firm’s culture is governed by values which systematic ensure superior value creation for customer. Practically, this means gathering the information about customers and competitors and using this information for building superior value for the customers”. Slater has shown, through his study that businesses that have a culture geared towards the marketplace are better able to develop and provide consumers with superior quality.

2.5.1.1 Market Orientation Dimensions

Nearly three decades ago, the concept of market orientation was established in empirical science. Market orientation, though, is based on the concept of marketing whereby enterprises are supposed to focus on consumers, solve their problems and appreciate the importance of game-changers. Kohli & Jaworski (1990,p1) proposed their formal definition for MORT in which they described the marketing concept as a “business philosophy” whereas market orientation has been explained as “the activities and behaviours of an organisation”, and it’s measuring framework is also referred to as the MARKOR:

- i. Intelligence generation;
- ii. Intelligence dissemination; and

iii. Responsiveness.

The main component of market orientation is the phase of market intelligence, according to the interpretation suggested by (Kohli & Jaworski, 1990). They also demonstrate that business intelligence covers both existing and prospective needs. This recommendation suggests that companies expect that the development of things that comply with these specifications may take years. This depends on structured and incidental tools such as client insights, customer meetings, customer dialogues, and exchanges, provides report assessments, formal market research and so on. A key part of this dimension is that the generation of knowledge is not an exclusive marketing responsibility (Kohli & Jaworski, 1990). Each functional division of the organization, for example, R & D, manufacturing and finance, receives information that is relevant to customers and competitors. Instruments should be established in this way to ensure that these data are effectively distributed across all departments. This leads to the second key component of intelligence dissemination depicted by (Kohli & Jaworski, 1990). The fact it can be profitable to connect and distribute the business intelligence across the relevant regions is a part of the organization's capacity to respond to market needs. This dissemination of market intelligence is vital, given that it gives the various agencies a common premise for deliberate action (Kohli & Jaworski, 1990).

A business orientation's third major element is market intelligence responsiveness. If the enterprise is not prepared to respond to market information and customer demands, the two first components will be of no value. As reported by Kohli & Jaworski (1990) all offices should be responsive and this can take the form of selecting the right target markets, scheduling, distributing, improving and dispersing products that meet current and anticipated needs.

Another scale used to measure market orientation called MKTOR was proposed by Narver & Slater (1990) and it also has three fundamental components of behaviour: Customer Orientation, Competitor Orientation and Inter-functional Coordination. Customer Orientation is a clear comprehension of the value chain of the customer across end-use categories, so that the company continuously focuses on activities that will either maximize the buyer's benefits or decrease the buyer's costs. Competitor orientation includes a continuous assessment of the benefit and efficiency of industry offerings compared to competitors; while inter-functional communication ensures that information

is shared throughout the entire firm on consumers and competitors (Deshpandé & Farley, 1998a). For this research study, the market orientation measuring construct also adapted from this scale by tailoring it to the third sector characteristics and nature which is explained in detail in the following section. Modi & Mishra (2010) work is also based on Narver & Slater (1990) measurement constructs and proposed following dimensions of Market Orientation in the Third Sector Organizations with adaptation:

- i.** Donor Orientation (DO)
- ii.** Peer Orientation (PO)
- iii.** Beneficiary Orientation (BO)
- iv.** Inter-functional Coordination (IC)

The Third Sector Organizations normally attract resources from different donors like government, corporate sector, different institutions and individuals and utilize these resources for all concerned beneficiaries (Enjolras et al., 2018). However, the dramatic proliferation of TSOs in Pakistan has, as mentioned previously, made the job of attracting resources a challenge, and donors also become very demanding as their donation is subject to organization capabilities. Therefore, foremost duty of a third sector organization is to maintain a good relationship with all such donors so that it can easily acquire resources in the future and to achieve mission smoothly and last but not the least to survive in the long run. This is only possible when TSOs remain sensitive and responsive to expectations of donors, utilize the resources fairly and transparently, and maintain different communication channels with donors regularly. To sum up donor orientation is a concept in which organization concentrates on recognizing existing and prospective donors, tries to maintain communication on regular basis, and make all efforts to meet expectations of donors both explicit and latent.

The second dimension which will be used for this construct will be peer orientation. An organization can only compete well in the market if it knows the short-term skills and abilities as well as deficiencies and what kind of long-standing competencies and strategies could be pursued by existing as well as prospective competitors (Narver & Slater, 1990). This principle also applies to non-profit sector but competitors are different than profit sector since everyone works for the same social purpose (Balabanis et al., 1997).

The third dimension proposed by Modi and Mishra for non-profit sector is called Beneficiary Orientation (BO). It is believed that non-profit organizations mostly provide such kind of services to beneficiaries which always have good demand or in other words under supplied. This could lead to the concern that customers need might be over looked. Therefore, beneficiary orientation means when an organization focuses on customers' explicit as well as latent needs while designing the products and services as well as monitoring beneficiaries' satisfaction on the regular basis.

The last dimension Inter functional coordination (IC) is derived from Narver & Slater (1990) concept without any major change due to its relevance for both profit as well as non-profit sector. When different departments of organization function in a coordinated way to utilize the resources so that common objectives could be achieved.

2.5.1.2 Market Orientation in the Third Sector

No one can disregard Third Sector's vital role in society because it often provides goods and services that are not delivered by commercial organizations and above all support the marginalized community. It is hard to deny third sector's economic significance as it is considered a good source of employment, for instance, third sector of United States (US) provides 10% employment of the country (Salamon & Sokolowski, 2006). Over the past few decades, the figure of TSOs in the US has also grown significantly, making the market very competitive with the meagre amount of funding that private sponsors, states, companies and trusts make available to TSOs (Clarke & Mount, 2000; Gwin, 2000; Katz, 2005; Pelozo, & Hassay, 2007). This unprecedented situation has led to a high interest in marketing by the non-profit community and the importance of the marketing career. Marketing strategies in TSOs were not widespread till the end of 1960s decade and the initial years of 1970s, nevertheless are nowadays widely recognized, but major concern of scholars is that this concept could not be implemented in true spirit as it is mostly misunderstood (Wenham, Stephens, & Hardy, 2003). As whatever research is available in the Third Sector on Market Orientation that mostly relies on Kohli & Jaworski, (1990) or Narver & Slater, (1990) antecedents, with Modi & Mishra, (2010) contributions. Qualitative research work is also very limited but one of exceptional work is done by Chad et al., (2014) on three Australian charities and

discussed in detail how these organizations tried to introduce market orientations with modern course of actions and operations.

Similarly, Pope, Isely, & Asamoah-Tutu (2009) clearly supported the marketing role of non-profit organizations in his research and claimed that general consensus had been established that NPOs had a greater promotional requirement than 30 years earlier, however, still there exist a great disharmony that how TSOs should handle marketing. In third sector organisations, the same concept cannot be extended, as most TSOs operate for social purposes without seeking income or benefit. Several academics started working on different potential marketing models for the not profitable and third sector in order to overcome this issue. Another issue related to marketing in the third sector was highlighted by Andreasen and Kotler (2003) that TSO's naive belief that their goods and services were needed in the market was also a matter of concern for third sector marketing. The manner in which TSOs and commercial companies think and practice differently, implies that marketing in TSOs should be emphasized both in terms of conceptualization and execution of marketing efforts.

Market Orientation concept to a large extent has been reviewed in commercial sector however, in the non-profit and voluntary sector it is comparatively a novel concept (Shoham, Ruvio, Vigoda-Gadot, & Schwabsky, 2006) and research is also quite limited (Lee et al., 2019). Kotler and Levy (1969) were the first researchers who raised the application of marketing concept to the non-profit sector and believe marketing is all about thoughtful servicing and satisfying needs of people. Padanyi & Brenda (2004) research tried to examine whether multiple market orientations is required for different constituencies or a single orientation would be sufficient for all to achieve organization goals and concluded that targeted orientations may bring better outcomes. However, his research also suggested that it is highly recommended to avoid application of marketing to the third sector in the same way as it does to the profit sector (Armstrong, Adam, Denize & Kotler, 2012). Chad et al. (2014) are those scholars who laid the foundation of discussion to introduce MORT with adaptation from corporate sector in the non-profit sector and argue that both commercial and non-profit sector should work together to learn from each other's experiences and especially borrowing management practices from commercial sector would be really beneficial for non-profit sector long run survival. It is also worth to mention here that marketing is a business philosophy that discusses the

development and maintenance of partnerships between top management and clients while the market orientation considers the practical implementation of this philosophy (Deshpande, Farley & Webster, 1993; Kohli & Jaworski, 1990; Narver & Slater, 1990; Ruekert, 1992; Shapiro, 1988). The main conclusion of all these works is that customers should be prioritized, more value should be given to information with inter-functional coordination and intervention of organizational processes (Lafferty, Barbara, and Hult, 2001).

Glaveli and Geormas (2018) also made critical analysis on the Market Orientation relevance for the Third Sector organization and suggested that the non-profit sector is unique on many aspects like (dependence on donors, volunteers and free service provisions) and therefore, more relevant dimensions like donor and beneficiary orientations could be added. They also stressed on MORT importance for TSO as no organization can achieve competitive advantage without understanding its target customers; to create superior value for customers which is based on quality of understanding its environment, competitors and development of a value driven culture.

2.5.2 Brand Orientation (BRO)

Brand Orientation (BRO) research is focused either on theoretical design (Simoes & Dibb, 2001; Urde, 1999) or case studies (Urde, 1994; Wong & Merrilees, 2005). These studies were conducted with a driving force that Brand Orientation is the leading force behind companies that view branding in corporate decisions and strategies as a major challenge. The coordinated approach is underscored to understand BRO from perspective of all stakeholders of the organization. This goes outside marketing accountability and encompasses all individuals, from senior management to the grassroots workforce. Everyone in the business must give priority to branding and seek to preserve the value of the brand given to its consumers. Furthermore, the brand orientation concept is subject to minimal empirical testing.

This new orientation has been inspired by case studies (Melin, 1997; Urde, 1994) and at the same time the new strategic brand management field (e.g., Aaker, 1991; de Chernatony, McDonald & Wallace, 2011; Kapferer, 2012; Keller, 2008). Urde (1994) has discussed in detail that why Brand Orientation is a way out to move from product focus

strategy and still many well-established organizations are not able to clearly define the brand related issue like product, positioning and corporate identity. He defined the concept of Brand orientation as an approach in which the organization process continuously revolves around the creation, development, and protection of brand identity as an on-going interaction with target customers so that the sustainable competitive advantage can be achieved in the form of brands (Urde, 1999, p. 119). Branding is normally regarded as a functional level or low level activity without any feedback and proper coordination (King, 1991; Murphy, 1990). Therefore, critics argued that Brand Orientation strategy can only work if it is coordinated and prioritized at both higher authority level as well as at board level of the organization.

Brand Orientation can also be viewed from a cultural point of view as another type of corporate culture or a certain corporate mindset. Urde, clearly indicated that the connection between brands and the brand competence of the organization are “prerequisites of brand development” (Urde, 1999., p. 123). Hatch & Schultz (2001; 2008) provide perspectives into vision, culture and image integration. Their strategy uses culture as a cornerstone, vision as a focal point, and image as the outward dimension of the brand, and their work relates very much with the idea of the brand orientated corporation.

2.5.2.1 Dimensions of Brand Orientation

Many attempts have been made in recent years to theorize brand orientation. (Urde, 1999, 2009 ;Louro & Cunha, 2001). Besides such assumptions, a variety of efforts have been made to rationalize and categorize brand orientation from a low to a high degree of brand orientation. (Hankinson, 2002; Bridson & Evans, 2004; Ewing & Napoli, 2005; Reid et al., 2005; Napoli, 2006; Wong & Merrilees, 2007; Baumgarth, 2009). Similarly, Non-Profit Brand Orientation (NBO) is considered a well-defined effort to introduce BRO concept in the non-profit sector. Ewing and Napoli, (2005) proposed Brand Orientation as a multifaceted structure consisting of three outstanding elements:

- Orchestration,
- Interaction and
- Affect

First of all, Orchestration evaluates the ability of a company to redesign structured marketing programs that delivers a reliable brand meaning to internal and external stakeholders, as well as establish an all-round coordinated brand portfolio, which employees can understand (Ewing & Napoli, 2005). Such activities actually signifies that the brand management team works intelligently and strives to maintain the requisite brand distinctiveness (Hankinson, 2001a; Harris & de Chernatony, 2001; Keller, 2000) that may also help in building strong brand (Shocker, Srivastava & Ruekert, 1994).

The second section, Interaction, explores the degree to which a company makes better use of consumer feedback to create superior services and good value for all members (Ewing & Napoli, 2005). In the same way as its business affiliates, one of the challenges for non-profit organizations, while retaining the core brand personality (Hankinson, 2001a) is to ensure that a brand remains important to key stakeholders (Keller, 2000). The Interaction section of NBO demonstrates that a business is sensitive to changing market dynamics and consumer needs and is ready to provide its shareholders with additional signs of value. The accomplishment of stakeholder desires derives from the capability of an entity to create market intelligence, distribute information to large individual entities and then implement processes that respond immediately and maintains flexibility to the present as well as imminent needs of the business without profit (Ignacio, Vijande & Casielles, 2002).

The third brand orientation section, Affect, evaluates whether a company recognizes the brand's mindset and perceptions of stakeholders or, most specifically, whatever they like it or dislike it (Ewing & Napoli, 2005). In the area of advertisement, the admiring of a product was generally tested with findings that reflect a favourable connection to advertisement usefulness (Biel & Bridgwater, 1990; Du Plessis, 1994). Relative associations between the positive attitudes of consumers and brand loyalty are also examined. It is therefore important for companies to define the extent of brand friendliness and also need to distinguish the viewpoints of stakeholders that are most and least preferred.

2.5.2.2 Brand Orientation in the Third Sector

As discussed in previous section non-profit sector has become quite competitive. One of the ways in which this sector is responding to this increase in competition is by adopting branding techniques from commercial sector. There is one school of thought that supports the introduction of branding in the non-profit sector as it helps in developing trust across stakeholders (Ritchie & Kolodinsky, 2003; Tapp, 1996), strengthen awareness among desired target customers (Hankinson, 2001a), while other scholars showed great concern on the adoption of these techniques developed for profit sector can make these charity organizations diverted from social mission and very much commercialized driven organizations (Salamon & Sokolowski, 2016; Suykens et al., 2019). This is why very little attention has been paid by academicians to study role of Brand Orientation in the non-profit sector performance despite the evidences from commercial sector. However, another reason could be attributed to the little understanding of the conceptualization of values within non-profit brand or the importance of values in the practical application and the management of these brands (Stride & Lee, 2007). Those organization which have realized the importance of values of application of brand management got the trust, satisfaction and even loyalty for fund generation, service delivery and easily differentiated from the competitors like Oxfam, Green Peace, Save the Children, Shaukat Khanum Cancer Research Hospital and Agha Khan Foundation are such organizations which have attained good reputation among all stakeholders.

In recent past, research activities have moved in the direction of analysing the notability of branding with non-profit context. One can quote many streams of research. One stream studied it from donors' attitude regarding charitable organizations. Research suggests that perception of brand may greatly affect minds and hearts and experiences of all concerned stakeholders (Bendapudi et al., 1996; Harvey, 1990). This shows how important it is to build and preserve an appealing brand distinctiveness. Similarly, another stream of research mostly focused on the course of actions to develop a solid (charity) brands. It comprises four core tasks, also called the partners' interpretation of brand preferences, the creation of a unique brand name, the choice of the right brand role and not least the communication within stakeholders. Organizations implementing this type of orientation has shown different results in TSO like it changes public opinions (Lindsay & Murphy, 1996), reinforce the donor faith (Tonkiss & Passey, 1999), accomplish

mission (Graham, Harker & Tuck, 1994; Hankinson, 2002; Simoes & Dibb, 2001). In this study Brand Orientation as strategic orientation been studied to examine its role in developing learning culture as well as impact on organization performance.

2.5.3 Social Entrepreneurial Orientation (SEO)

Social Entrepreneurial Orientation is an area of research that is continuously evolving (Nicolás et al., 2018) and introduced as an innovative model for resolving social as well as environmental problems in reaction to rising global deprivation, socioeconomic injustice and other environmental challenges (Syrjä et al., 2019) while the on-going global pandemic issue of COVID-19 and its effects on all sectors around the globe is worst example that government and private sector alone could not face such challenges. Even though the application of the term social entrepreneurship is growing quite rapidly, there are apparently little confusion about definition of social entrepreneurship and its scope and function. In literature, there still exists some ambiguity about the term as various definitions are proposed in multiple contexts like third sector, commercial sector, the public sector and even combinations of all these areas. This is why due to absence of unified definition and lack of understanding of the concept has actually led to great barriers and hurdles to move the research work in the area of SE to an advanced level (Abu-Saifan, 2012; Syrjä et al., 2019). Dacin et al. (2010) also recognized 37 different interpretations of Social Entrepreneurship (SE) or social business person however, the well-known definition is proposed by (Dees, 1998, revised in 2001).

According to Dees, social entrepreneurs “play the role of change agents in the social sector, by:

- Adopting a mission to create and sustain social value (not just private value),
- Recognizing and relentlessly pursuing new opportunities to serve that mission,
- Engaging in a process of continuous innovation, adaptation, and learning,
- Acting boldly without being limited by resources currently in hand, and
- Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created” (Dees, 2001, p. 4).

Abu-Saifan emphasized on the need to distinguish role of social business from more similar social entrepreneurship phenomena such as philanthropy, social activism or

environmentalist practices, and to redefine the limits and boundaries within which social entrepreneurs operate. In his opinion social entrepreneur is a “mission-driven individual who uses a set of entrepreneurial behaviours to deliver a social value to the less privileged, all through an entrepreneurially oriented entity that is financially independent, self-sufficient, or sustainable” (Abu-Saifan, 2012, p. 25). However, despite all these different definitions of Social Entrepreneurship, Syrjä et al. (2019) believes that still researchers agree on three aspects i) the underlying driving force of social entrepreneurship is to create value, ii) the entrepreneurial activity salient feature is its innovative culture, and iii) Social entrepreneurship major focus is to achieve social mission through entrepreneurial activities (Dacin et al., 2010; Short et al., 2009).

2.5.3.1 Dimensions of Social Entrepreneurial Orientation

Social Entrepreneurship remains a disputed concept (Dacin et al., 2010). As discussed earlier most of the literature confined to conceptual and qualitative works but recently entrepreneurship researchers approaching a consensus that profit-making and social entrepreneurship motives share many factors but only major difference lies in economic performance between social entrepreneurship and commercial entrepreneurship. The major focus of social entrepreneurship is to sustain economically rather than achieve economic profitability and therefore, social entrepreneurs mostly perceive economic performance as a means that may help them to perform social goods rather than as an end to itself. In spite of all these differences, entrepreneur researchers believe that basic motivation to start the venture is almost same. Therefore, it is reasonably justified to use entrepreneurial orientation in social entrepreneurial orientation context (Miles, Verreynne & Luke, 2014). Andersson et al. (2012) also supported the argument that non-profit organizations have to adopt a more entrepreneurial stance to increase competitiveness and effectiveness. Mair and Martí (2006) and Morris, Webb and Franklin (2011) presented a complete viewpoint of SEO. These authors regard SE as a social value creating process (SV) by the initiative to find solutions to societal problems through innovation strategies involving the variety of resources, the expropriation of possibilities to foster social change, social needs and social goods and services development. In latest article Chen and Hsu (2013) proposed four dimensions of Social Entrepreneurship by utilizing entrepreneurial attributes with social dimensions. These

dimensions are Innovativeness, Pro-activeness, Risk taking and Reciprocity derived from a detailed review and integration of the strategy and entrepreneurship literature (e.g., Covin & Slevin, 1989; Miller, 1983).

Table 2.2: Literature Summary of Independent Variables

S. No.	Variables	Literature References
1.	Market Orientation	Amalia, Ionuț, & Cristian, 2008; Glaveli & Geormas 2018; Kohli & Jaworski 1990; Modi & Mishra 2010; Narver and Slater 1990; Pope, Isely, & Asamoah-Tutu 2009; Shoham, Ruvio, Vigoda-Gadot, & Schwabsky, 2006
2.	Brand Orientation	Baumgarth et al. 2013; Bridson & Evans, 2004; Hankinson, 2002; Khan & Bashir, 2020; Miles, Verreynne & Luke, 2014; Urde, 1994; Urde, 1999; Wong & Merrilees, 2005; Wong & Merrilees, 2007; Ewing & Napoli, 2005
3.	Social Entrepreneurial Orientation	Abu-Saifan, 2012; Andersson et al., 2012; Chen & Hsu 2013; Dacin et al. 2010; Nicolás, Rubio, & Fernández-Laviada, 2018; Syrjä et al., 2019;

2.6 Control Variables

Control variables are normally defined as characteristics of an organization that may complement or reflect a kind of influence in explaining the theory-based explanation. In the previous literature different control variables have been studied (Sirén et al., 2017; Tajeddini, 2016; Vij & Farooq, 2015; Zgrzywa-Ziemak, 2015) to see whether organizations' performance behaves differently and whether these control variables have any effect on the proposed study model or variables or not? These control variables or contextual factors mostly related to organization size (both with respect to number of employees as well as amount of investment), age, entry to market, competition and structure and so many others but they were either used in limited numbers or only single factor being used for the research. In this study organization size, structure and employee's education and experience is considered as control variables.

There is a well proved argument that a small size organization will be more prone to learning environment because of limited financial resources and therefore, will be more open minded and support the top management in sharing the vision as well as knowledge. This will ultimately develop a generative learning environment and thus lead to better performance. While in the large size organization such kind of learning environment may not be easily developed despite high financial resources, as most of the employees are skilled and with better training (Sirén et al., 2017).

2.7 Hypothesis Development

2.7.1 Market Orientation and Third Sector Organizations (TSOs) Performance

Market Orientation is such kind of approach in which different departments play crucial role to better understand the customer's current as well as future needs. An organization that is able to develop good mechanism and process to generate, disseminate and respond marketing intelligence, then it is considered a good market oriented organization. Such organization then becomes able to not only respond reactively but even proactively to anticipate needs and desires of customers. Such concept will help to achieve organization performance like donor satisfaction, fund generation and achieving social goals due to higher quality of understanding of environment and ability to create and maintain value driven culture (Pinheiro et al., 2021). The supporters of Market Orientation for Third Sector Organizations (TSOs) often interface the above described organizational performance. For instance, Vázquez, Álvarez, & Santos (2002) work on the TSOs in Spain found that adopting a market orientation would fix beneficiary obligation and donor opportunities and serve TSO missions. This is possible due to good information flow between these stakeholders which help an organization to better understand the needs of stakeholders and also develop opportunities to meet future requirements. Similarly, Shoham et al. (2006) noticed that MORT can exert a positive impact on the performance of TSOs and even recommended that Market Orientation ought to be higher in voluntary and TSOs than in profit sector. This is due to the small informal organization structure and good team work culture. In another study Mahmoud,etal., (2012) studied the impact of MORT on the TSO economic and non-economic performance with learning orientation as a mediator and their research

concluded that market orientation needs to be studied with other orientations too as direct effect of MORT on performance was found insignificant.

However, another critical debates that can be found from the literature is on the relative contribution of Market Orientation (MORT) on the performance of organizations as compared to other unorthodox strategic orientation like innovation, learning and entrepreneurial orientations. In fact, the majority of MORT studies have dealt with MORT's impact on business performance and showed that it is indeed most dominant SO (Glaveli & Geormas, 2018; Kirca et al., 2005; Modi & Sahi, 2021). Such scholars are of the view that one orientation may act as best alternative for another orientation due to the certain contingencies' factors, situation or goals of an organization. They support alternative orientation approach and believe that effects of an orientation might be different but still ultimate goals like survival, growth and product innovation may be achieved. As discussed earlier many studies support positive relationship between Market Orientation and organizational performance but such school of thought also believes that Market Orientation does not fit as a universally acceptable orientation therefore, in other situations alternative orientations may work best. For example, Voss & Voss (2000) found negative association between customer orientation and subjective as well as objective performance in non-profit theatres, and suggested that product orientation might be suitable alternative.

On the other side, study carried out by Balabanis, Stables and Phillips (1997) found a vague relationship between market orientation and performance. One of the possible explanations could be that Third Sector Organizations are less capable of transferring and absorbing knowledge due to lack of expert marketers, incapability to evaluate marketing knowledge and incapability to develop model for marketing knowledge and time for sharing marketing knowledge. The satisfaction of the donors also varied due to lack of understanding donors' timely needs and utilizing marketing efforts to attract new donors. Therefore, author believes issue does not lie with orientation but lack of understanding by practitioners and nature of complexity to find the best and relevant combination of orientations which suit an organization. The effect of individual dimensions of market orientation on organization performance is also recently studied by Alanazi (2018) in Saudi Arabia. He finds that overall positive association between Market Orientation and peer reputation or client satisfaction is due to the strong market

responsiveness culture rather intelligence generation and intelligence dissemination dimension. This also highlights the issue of marketing communication role in achieving TSOs financial (fund raising) as well as non-financial goals (achieving social mission or creating positive image and loyalty). This communication may be even subject to scrutiny or strict government policies if relates to advocacy or cultural issues like refugees' rights, domestic violence or raising voice for girl education in conservative society. Then there might be different laws that affect the freedom of TSOs to access or communicate with affected or target group or it could be due to cultural barriers. Therefore, an organization may not be able to disseminate information despite all good intentions and resources and ultimately may affect organization performance.

There are other studies that found positive but weak relationship between MORT and organization performance. Wood et al. (2000) conducted study in the US not-for profit hospitals and found association between MORT and performance with R^2 value of 0.08. Such mixed results do not give a clear picture about role of Market Orientation (MORT) in the organization performance and the main reason is that in the non-profit sector the amount of relevant studies is far below than profit-driven sector. Therefore, there is a great need to investigate this under researched area to confirm this association from multiple aspects and with different constituents (Chad et al., 2014; Duque-Zuluaga & Schneider, 2008). One such attempt is made by Padanyi & Gainer (2004) who studied Market Orientation both in non-profit sector and in government sector. Their findings suggest that Market Orientation react independently of markets (profit and non-profit) and therefore, its effect on the performance dimensions like peer reputation and different financial resources differs significantly. This study helps in understanding the behaviour of Market Orientation in the presence of other strategic orientations and will contribute to this under researched area thorough empirical evidences. Therefore, hypothesis is concluded as:

(H1): Market Orientation is positively related with Third Sector Organizations overall performance.

2.7.2 Brand Orientation and Third Sector Organizations (TSOs) Performance

Past investigations have asserted that orientation towards branding essentially improves performance of Third Sector Organizations (Anees-Ur-Rehman et al., 2016; Santos et al., 2020). Brand Orientation is a business philosophy beyond a trade mark and name of an organization as it actually carries legacy of positive image, close relationship with customers that leads to higher trust and commitment, higher level of satisfaction and loyalty that ultimately lead to higher fund generations, repeated donation and intention to use services repeatedly. To illustrate a few examples, Bridson & Evans (2004), Napoli (2006), Wong & Merrilees (2007,2008), Persson (2007,2009), Baumgarth, Carsten & Schmidt (2010), Gromark & Melin, (2011) and Hirvonen, Laukkanen, & Reijonen (2011,12) all have great consensus that a positive association between Brand Orientation and organizational performance has been well established. Napoli, (2006) advocated Brand Orientation (BRO) as a powerful business strategy, encouraging an organization along with all other stakeholders, to build and encourage a common brand identity. An organization that fails to maintain consistent image across the stakeholders may result in different perceptions about service quality and may not be able to communicate to right audience with right message. This offers the system to enhance the performance of the organization. In this investigation, organizations were grouped as above and below standard performance organizations in which better-performing organizations considered themselves better brand leaders as compared to below-average performers. This also been endorsed by such stream of literature that support reason of organizational performance is associated to how well organization manipulates resources. This argument was further explained by Barney, (2014) and Boso, Carter, & Annan, (2016) who suggested Brand Orientation as a strong intangible asset of an organization and firm specific resource that stresses strategic importance of branding activities where brand is presumed as a resource to shape organization strategic direction. Being an inside-out posture, BRO enables an organization and help to develop and sustain a shared value with all stakeholders that ultimately generate superior performance (Hirvonen, Laukkanen, & Reijonen, 2013; Khan & Bashir, 2020). Research results further suggest that higher performance NPOs are better able to check and adapt to changes in the internal as well as external environments, deal well with the marketing project of a brand, and develop an extended understanding of all stakeholders' brand attitudes. In the same research, Napoli (2006)

suggested that there is a need to understand connection between Brand Orientation and stakeholder satisfaction and loyalty and eventually a well brand-oriented organization able to acquire better funding.

Baumgarth, Merrilees, and Urde (2013) study also indicates a more comprehensive study of brand orientation concept and its effect on performance. They discussed the different issues and perspectives of Brand Orientation from managerial mindset point of view, challenges faced in different sectors like public as well as non-profit sector. The issue of brand orientation in the non-profit sector was viewed as an interesting but quite complex phenomena due to the multiple stakeholders as maintaining a healthy and balance ties with various players especially regarding image and identity compatibility is considered quite challenging task (Dale Miller & Merrilees, 2013). As all stakeholders could have different perceptions about organization and if a consistent message is not delivered to them this gap could widen and negatively affect this strategic asset as well as performance of the organization. Similarly, another under researched area in the Brand Orientation field is its relationship with performance which have been analysed in commercial sector by different studies (e.g Ahmad & Iqbal, 2013; Baumgarth, Carsten & Schmidt, 2010; Wong & Merrilees, 2007) however, the results of their research have been subject to main informant discrimination (e.g., Homburg, Klarmann, Reimann & Schilke, 2012). A significant work been carried out by Santos et al. (2020) who studied the organizational reputation in the non-profit sector and found competition for client, member and donor as main reason for adoption of marketing strategies in non-profit sector and led to increase emphasis on brand image to differentiate these organizations from non-profit peers. This organizational reputation even become more important in attracting resources both human as well as financial, as people might have little information to evaluate performance of the organization so brand image may act as a clue to donate. Therefore, a significant gap exists to examine associations between Brand Orientation and objective as well as subjective performance metrics in the Third Sector such as raising donation or revenue generation, beneficiaries' satisfaction, mission completion and such other measures.

(H2): There is a positive relationship between Brand Orientation and Third Sector Organizations overall performance.

2.7.3 Social Entrepreneurial Orientation (SEO) and Third Sector Organizations Performance

There is a little confirmation of social entrepreneurship impact on performance in the non-profit literature for a few reasons: (1) if compare the number of studies on Entrepreneurial Orientation in commercial sector one may find very limited number of studies on Entrepreneurial Orientation in non-profit; (2) non-profit researchers have utilized multiple measurement scales of EO constructs and thus made it very challenging to compare results across different studies (Morris et al., 2011); and (3) performance in TSOs is considered a complex task and all stakeholders may interpret it differently.

Though from literature one can found reasonable number of empirical works on entrepreneurship and performance in non-profit sector but results are inconsistent. Morris, et al. (2007) observed no connection between EO and different financial performance indicators (counting total costs, total incomes, changes in resources and net incomes got from the organizations tax returns) in a sample of 146 non-profit organizations in Upstate New York. Pearce, Fritz, and Davis (2010) utilized self-reported and stored information to analyze 260 gatherings and announced a positive connection between entrepreneurial conduct and performance measured as development in church participation and contributions by church individuals. Andersson (2011) looked at self-reported items from financial capacity related in 60 little and medium-sized human administration non-profits and found that entrepreneurial organizations will probably have higher fund development capacity and furthermore more inclined to have positive operating margins. In another study, Coombes et al. (2011) examined 140 non-profit arts organizations and concluded that entrepreneurial behaviour was positively related to social performance (which included measures such as the number of performance visitors and perceived influence on cultural development in the community) but no significant relationship was observed for financial performance (measured as total revenues, net assets and fundraising ratios). In summary, results of research assessing the connection between non-profit entrepreneurial behaviour and social and/or financial performance are ambiguous.

(H3): Social Entrepreneurial Orientation has a positive relationship with Third Sector Organizations Overall Performance.

2.7.4 Market Orientation and Organization Learning Orientation (LOR)

The complexity of learning processes to establish and retain competitive advantages has become the subject of great discourse. Hunt & Morgan (1996) endorsed learning as a dynamic tool of the business that can build a competitive advantage but agree that it is not only the resource that an organization can do. However, Dickson (1996) however, maintains that learning takes precedence over other tools as it can allow companies to retain competitive advantages over the longer term by introducing continuous improvement in Market Information Processing (MIP) practices at faster rate than competitors. He notes that Day (1994a) “has described how a firm can use higher-order learning processesto improve its market orientation and market driven processes” (p.104). From this debate it is possible to conclude that: 1) learning is an important competitive advantage facilitator and 2) market and learning orientations are not the same. Dickson (1996) has found out that MIP behaviours that follow strong market orientation can be quickly imitated, but cannot be compared with the learning environment which regulates and integrates the effects of these behaviours.

There are also other researchers who claim that the Market Orientation is distinct from learning. Day (1994a) explores directions in which the organization could improve the quality of MIP activities following a strong market orientation by raising the emphasis on learning. Simply acquiring, disseminating, and responding to market information could not guarantee success. In this respect, it should also be acknowledged that performance often relies on a manager's ability to question corporate practices, which can be helpful to determine how data is being collected, disseminated, or performed, and more specifically, how this is understood to impact future operations. It was also proposed that single-minded concentration on consumers, networks, competitors without being able to engage in higher-order learning may actually prevent the development of innovative ideas, processes, and procedures by minimizing firm incremental adaptive actions within current decision-making mechanisms. (Kohli & Jaworski, 1990; Slater & Narver, 1995a).

Baker and Sinkula (1999b) were those prominent scholars who were of the same view that market orientation alone cannot drastically improve organizational performance. It is most likely an organizational learning orientation can indirectly impact organizational success by improving the quality of market-oriented behaviour, or directly

influence organizational performance by facilitating the generative learning, resulting in innovation in products (in the not-for-profit community, programs/projects/ services), processes and structures. The interaction between market orientation and learning orientation was also explored as being mutually dependent. They view the orientation of the market as an organizational feature that establishes the priority of MIP and its use in a strategic process. As Dickson (1996) stated, “market orientation describes a set of processes that enable the firm to learn” (p.104, emphasis added). Hence, market-oriented MIP practice may contribute to adaptive or even generative learning but learning itself is not the likely outcome of the process. In other cases, market orientation is an organizational attribute that may direct and prioritize the operation of MIP. On the other side, learning is an organizational feature which influences the tendency of a corporation to value generative and double-loop learning. It can be inferred from the above debate that market information management systems (i.e. knowledge creation and dissemination) serve as framework through which learning will take place (Sinkula, 1994). The same idea been stated by Slater and Narver (1995a) in different way, “for a business to maximize its ability to learn about markets, creating a market orientation is only a start” (Slater & Narver 1995a, p. 63). Market Orientation reflects behavior that produces knowledge while Learning Orientation is defined as values that challenge knowledge (Sinkula, Baker, & Noordewier, 1997).

Resource Based Theory (RBT) also provides a good framework to understand this relationship. It is argued that a more market-oriented organization will put more pressure on higher management to respond by developing learning-oriented culture. Lonial & Crum (2011), explained the same that market consists of structure which is very dynamic and difficult to predict that demands, company should adapt itself according to whatever changes been identified and whatever improvements been introduced. Such responsive market-oriented organizations need to heavily access and rely on their organizational learning capabilities. Because, this learning capability provides tools and techniques to collect timely information that can be used to execute strategies effectively (Zainul et al., 2016). Other scholars like Khan and Bashir (2020b) also reinforce that dynamic capability like learning skills and processes must be available for an organization so that the company can really benefit from their market orientation. In fact, the way information is used to generate learning has been structured as central to market orientation. Although, information usage on consumers and rivals is important to improve market orientation,

analysis are also needed to ensure that wider areas of organizational learning and problem-solving complement these market-oriented practices and behaviours (John, 2014; Schweiger et al., 2019; Sinkula et al., 1997) .

H4: Market Orientation (MORT) is positively related to Organization Learning Orientation (LOR).

2.7.5 Brand Orientation and Organization Learning Orientation (LOR)

Baumgarth et al. (2013) in their thorough review on brand orientation strongly suggested studying Brand Orientation (BRO) with other strategic orientations like Learning Orientation. Based on the generally accepted principle in existing literature, the author has developed the argument that a branded or brand-based strategy should be built on the foundations of market direction, because literature lacks to explore the nature of the association exists between Brand Orientation (BRO) and Learning Orientation (LOR). In the literature, there is a very strong debate on the differences and similarities between Market Orientation and Brand Orientation (Baumgarth, Merrilees, & Urde, 2010; M'zungu, Merrilees, & Miller, 2015; Urde et al., 2011). A market-oriented organization focuses mainly on products, markets, and systems, whereas brand orientation, on the other hand, goes one step further than market orientation as it takes account of the competition. To sum up, it could be said that brand orientation is market orientation 'plus' (Urde, 1999). During the previous discourse it was established that the market information processing structures which normally constituent of the creation and dissemination of information are tools for learning (Sinkula, 1994). The same idea been stated by Slater and Narver (1995) in different way, "for a business to maximize its ability to learn about markets, creating a market orientation is only a start" (Slater & Narver, 1995b, p. 63). An organization learning environment enhances when it has a better market-oriented culture. On the similar grounds it can be argued that Brand Orientation also help in developing learning environment and an organization becomes more learning oriented when it focuses more on Brand Orientation strategy.

As mentioned earlier, there are three main dimensions of Brand Orientation (BRO) called Orchestration, Interaction and Affect. Orchestration not only evaluates the

nature and scope of the brand portfolio and how the associated marketing activities is structured, but also assesses how it is well communicated and understood by both internal as well as external stakeholders. For this reason, management should be well engaged with stakeholders to avoid any gap and miscommunication. This practice will help them to know about their perspectives and initiate activities that support the desired brand identity and ultimately help in understanding the relevant factors to develop a strong brand. This suggests that all this is not possible without a good learning mechanism and if an organization communicates with stakeholders for the sake of communication then such flow of information could not be considered as a fruitful exercise. As a good brand always exercises these activities for the better satisfaction and quality services therefore, such information for learning purpose cannot be ignored. Second dimension is Interaction which involves the level to which an organization establishes dialogue with key partners and then responds to changes in the environment. Such organizations value market feedback and in response to those feedback creates and deliver superior value to all stakeholders. In other words, a brand can only achieve competitive advantage as long as it consistently deliver value for organization and this is only possible if employees continuously apprising themselves about brand through interaction with customers (Mulyanegara, 2011). This leads to the conclusion that such organizations rely heavily on stakeholders' suggestions and feedbacks which is a heavy source of knowledge and information to understand where brand lacks and how to design communication to better align brand identity with brand perception or even change perception. This can only be possible if an organization has a strong learning mechanism. The last element of Brand Orientation is Affect that measure the degree to which an organization understands the level to which it is liked or disliked by its stakeholders and more specifically the particular factor that is liked/disliked about organization and main reason behind it. This will put a great pressure on the organizations to develop a system and to ensure smooth transfer of these feedbacks and information to all stakeholders; as a strong brand can only be developed when all stakeholders have better understanding and knowledge about stakeholders' feelings and likes/dislikes about the brand (Khan & Bashir, 2020). Thus, it can be concluded that:

H5: Brand Orientation (BRO) is positively related to Organization Learning Orientation (LOR).

2.7.6 Social Entrepreneurial Orientation (SEO) and Organization Learning Orientation (LOR)

No one can deny the role of adaptability and innovation to address the issue of organizational viability in today's competitive market. The same is also true for the non-profit sector. In academic literature, the repercussions of the knowledge-based view in the creation of learning in organizations have not been extensively addressed. Argote (2011) goes on to argue that the creation of knowledge is an area of research that would benefit particularly from more theoretical and empirical research. In this reverence, a specific area of research is related to management attitudes and cultural values which would play a historical role. Scholars working in this area belong to a school of thought who view organizational learning as a cultural approach rather than a process and argue that learning orientation is linked to organizational learning so that organizational learning can be indirectly measured. A learning-oriented organization would show more commitment to learning by investing on education and training of the employees. While, shared vision would facilitate in implementing creative ideas due to common directions and vision of the higher management. Similarly, open mindedness is another salient feature of learning orientation because lack of this feature means organization does not have a culture where traditional and routine matters can be questioned. As discussed earlier, there are substantial evidences of link between EO and performance (Andreas et al., 2009; Baker & Sinkula, 2009; Choi & Majumdar, 2014). However, there are other studies where insignificant relationship was established between entrepreneurial orientation and organization performance (George, Wood & Khan, 2001). Their study suggest that there is a dearth of study to understand pivotal role of other factors like Learning Orientation between EO and performance relationship and especially in the context of third sector (Alegre & Chiva, 2013). Therefore, this section of the study will try to discuss critical aspects of this relationship to provide better understanding that why entrepreneurial orientation needs to be studied in the non-profit sector and how Social Entrepreneurial Orientation is a useful concept for the Third Sector to examine its relationship with Learning Orientation.

With the evolution of literature on the entrepreneurial orientation, scholars also started exploring entrepreneurial orientation with other phenomenon like learning. As,

Liu, Luo, & Shi (2002) proposed that theoretically EO and LOR are compatible. Wiklund and Shepherd (2003) provided empirical evidence that more entrepreneur-oriented organization would enhance the relationship between knowledge-based resources and to exploit the entrepreneurial opportunities. They are of the view that as entrepreneurial orientation tends to increase, there is a growing concern about commitment to learning to gather pertinent information upon opportunities. In other words, learning orientation becomes incredibly valuable if organizations want to secure a competitive advantage.

Similarly, Wang (2008) also proposed the presence of Learning Orientation as an internal factor so that entrepreneurial organization could make positive effect on the performance. This is important because entrepreneurial organizations proactively monitor the outer environment. Environmental analysis requires a learning capacity that can substantially reduce uncertainty. Taken together, the main driving force to learning orientation can be entrepreneurial orientation. Wang (2008) manages to find that entrepreneurial orientation has a positive effect on learning orientation, even with a study of medium to large companies. Sustainable entrepreneurial behaviour is only possible by developing learning capability processes that may lead to constant and proactive entrepreneurial engagement and thus a sustainable growth.

It is also widely accepted that entrepreneurial companies are threat resistant and innovative. Such qualities stimulate businesses to dispose off the traditional form of control with different standard systems (particularly in medium-sized to large companies), because they are perceived to be one of the major barriers to mutual learning (Zahra, Kuratko & Jennings, 1999). Entrepreneurial companies continue to introduce changes and also give flexibility to people and teams to work with creativity and promote promising ideas (Lumpkin & Dess, 1996). This individual liberty and dynamic atmosphere empower and encourage people to learn and to show greater dedication to learning (Drucker, 1999). A risk-tolerant, creativity-based organization is more likely to facilitate new ways of thinking by managers within the enterprise, where they will tolerate mistakes, and recognize new ideas which ultimately can facilitate innovation and help to improve businesses (Sirén, et al., 2017). It also eventually endorses a spirit of transparency as workers are neither punished for learning nor persecuted because of mistakes. In The Third Sector most of the organizations are small, decentralized and work in team, therefore these organizations are very open to new ideas, can take bold decisions

without involving in bureaucratic process and thus encourage team members to think out of the box for any social issue. However, these organizations also need to understand that almost all organizations have capacity to learn but unfortunately all organizations are not learning oriented (Werlang & Rossetto, 2019). SEO thus offers a healthy internal environment for organizational learning. When an organization is more entrepreneurial-oriented, the more learning-oriented it is, and thus more likely it will cultivate values that support commitment to learning, openness, and the shared vision.

However, critical question that needs to be answered is whether behaving entrepreneurially or an organization with entrepreneurial mind-set could actually make the organization a better learner or incorporate better learning capability. This study provides the answer to this question by suggesting that an organization with high entrepreneurial posture will likely accept that there is a greater chance of failure than success. This mind-set can be positively linked to better learning by conducting in-depth analysis and getting better insight on the causes of the failures. Therefore, a good entrepreneur would even try to get strategic knowledge even more from failure than a success (Slater & Narver, 1995). Second argument that helps to find answer to this question is that entrepreneurial orientation not only promotes knowledge generation but also fosters strategic change. To be more specific, when high entrepreneurial orientated organizations introduce innovative ideas or proactively enters new market, there is a greater chance of reaction from customers as well as from competitors which may require strategic changes after gathering information on effectiveness of these initiatives (Anderson et al., 2009). Considering all these relationships been established in the commercial sector, so how it can be relevant and applicable to Social Entrepreneurship context where research is already quite limited.

Recently different scholars supported that EO dimensions are also relevant for Social Entrepreneurship and argued that non-profit organizations, as a possible means of becoming highly competitive and cost effective, should assume more entrepreneurial strategies (Syrjä et al., 2019). They are of the view that non-profit practitioners seek new methods of managing their organizations and enhancing their performance competitiveness and strategic benefits. SEO is a concept pretty frequently discussed in these discussions. Miles et al. (2013) even suggested that the notion of financial viability rather than economic profitability often suits more to social entrepreneurship because

social entrepreneurs tend to see economic performance as a tool for their social benefit than as a target for their individual interests. As non-profit organizations are always under pressure to achieve social mission with limited resources therefore, SEO works as a strategic resource that can help TSOs to innovate, face challenges with daring mindset and develop skill to proactively deal in turbulent environment. Therefore it is meaningful to research EO in the context of social entrepreneurship as EO is a valuable paradigm in which entrepreneurial activities and decision processes are represented. They even adapted the EO scale of Covin to measure social enterprises' adoption of entrepreneurship. Therefore, the notion that non-profit organizations can engage in entrepreneurial activities has today become widely accepted (Alarifi et al., 2019; Austin, Stevenson & Wei-Skillern, 2006; Morris et al., 2011; Syrjä et al., 2019).

H6: Social Entrepreneurship (SE) is positively related to Organization Learning Orientation (LOR).

2.7.7 Organization Learning Orientation (LOR) and Third Sector Organizations (TSOs) Performance

Organization Learning Orientation (LOR) is depicted as the organizational attributes and as a cultural approach that give an organization the chance of learning or of encouraging the use of learning styles; and it is a crucial factor to accomplish organizational performance that mostly leads to a sustained competitive advantage (Jiménez-Jiménez, & Sanz-Valle, 2011). A typical belief in strategic management literature is that organizations 'ability to extend the lifespan and performance relies heavily on learning capacity and adaptation. A learning-oriented organization always foresee the environment both internally as well as externally and make adjustments according to own interests. This ultimately helps to introduce a learning culture where organization focuses more on acquiring information, skills and knowledge necessary to create value. In such culture employees are more prone to challenge the old assumptions and take challenge to introduce new services that are superior than competitors (Lonial & Carter, 2015; Senge, 1990; Tajeddini, 2016). Learning organizations normally respond faster, show more resilience to their challenges than their competitors and retain their competitive long-term advantages (Day, 1994; Slater & Narver, 1995b). Organizations can be in a more commanding position if they can use organizational capabilities more

successfully to predict market dynamics and patterns (Sinkula, 1994; Tippins & Sohi, 2003). Since gathering knowledge about different market players, competitors and other stakeholders becomes crucial, a learning orientation emerges as a strong capability which ultimately helps an organization to expand its capacity and learn new way of thinking.

The research work of Baker and Sinkula (1999b) proves that LOR directly affects organization performance. In another study by Long (2013), the relationship among EO, MORT, LOR and organization performance was examined and insignificant association was observed between LOR and firm performance (Perf). Kalmuk and Acar (2015) in their research demonstrated that connection between organization learning and company performance is very clear. Similarly, Gomes and Wojahn (2016) study provided empirical evidences that an organization with better learning capacity can enhance innovative performance of small and medium-sized enterprises. However, the effect of LOR on the organizational performance was found insignificant. Briefly, the scientific results are consistent with the hypothesis and show the positive relationship between learning and organizational overall performance (Jiménez-Jiménez, & Sanz-Valle, 2011). Scholars have also recognized the association between factors that support organizational learning, innovation, and corporate performance (Alegre et al., 2013; Günday, Ulusoy, Kılıç & Alpkan, 2011; López, Peón & Ordás, 2005; Wang, 2008). The researchers advocate meaningful links between organizational learning facilitators and corporate performance in: customer loyalty, sales growth, profitability and return on Investments. Therefore, a hypothesis can be developed as follow:

H7: Organization Learning Orientation (LOR) is positively associated with an Organization Performance.

2.8 Rationale for Organization Learning Orientation (LOR) as a Mediator

After a thorough review of marketing and strategic literature, scholars have great consensus that all well-known orientations share a common feature that all these orientations strongly rely on learning. The connection between learning and performance to a great extent been observed to be positive (Zhao, Li, Lee, & Chen, 2011). That is the reason organizations are constantly searching for approaches to build their learning

capability. Learning and information have been perceived as significant sources that can empower firms to get upper hands (Grant, 1996). LOR has a great impact on performance (Farrell, 2001; Kharabsheh et al., 2017), growth in the industrial sector Sadler-Smith, Spicer and Chaston (2001), and innovative performance (López, Peón & Ordás, 2005). However, literature is not so clear about the relative contribution of LOR and other strategic orientations like Market Orientation. Baker and Sinkula (1999b) found that in the absence of one or the other orientation, it is strongly recommended to have a strong Market Orientation. But in another research work they insisted that without a solid Learning Orientation, Market Orientation or Entrepreneurship could not play any direct role to enhance performance altogether in respect to market rivals (Baker & Sinkula, 1999a; Baker & Sinkula, 2009).

Rupčić (2016) in her thorough analysis explored the connection between strategies and the orientation of learning and quoted the research of numerous researchers to support her argument that how Learning Orientation is different than other strategic orientations especially MORT and why it can play a better role than other strategic orientations. Though Market Orientation has good learning attributes but it is considered an explorative or adaptive learning that only helps in exploiting the current knowledge about market. While an organization with better LOR culture will focus on exploring new knowledge with different origin. Learning Orientation has been recognized as the principle factor that plays a crucial role in achieving organizational strategic revitalization (Crossan & Berdrow, 2003; Lumpkin & Lichtenstein, 2005). It has been found in past literature that both strategic and learning orientation, when explored independently, categorically impact organizational performance. Still, the learning orientation-strategic orientation and organizational performance relationship is one of the research areas remain under researched (Baker & Sinkula, 1999b). The significance of learning can be concluded from the fact that competitive advantage can't be accomplished by merely replicating the strategy of business rivals which is mostly associated with Market Orientation strategy (Jacobson, 1992). The strategic management literature also supports the argument that LOR is one of such strong strategic orientations that could lead to competitive advantage. The rationale behind this is that when an organization has better skill/capability to acquire, create and transfer knowledge and shape its behaviour to highlight new knowledge then this will ultimately help such organization to better respond to continuously changing environment (Tajeddini, 2016).

Despite all these arguments in favour of LOR, it is recommended that strategic orientation and LOR should be regarded as business practices that act as a strong motivation for individual behaviour as well as strategic management effectiveness. Therefore, LOR and strategic orientations are normally recommended as complementary and interrelated phenomena which produce a synergic effect on the organization performance. Complementary effects of strategic and LOR can be assessed by defining the mediation effects of LOR in the association between strategic orientation and organization performance (Rupčić, 2016). Therefore, upcoming section will discuss the mediating effect of the LOR with other strategic orientation to find out how strong organizational capability it is with a mediating effect.

2.8.1 Mediating Effect of Organization Learning Orientation (LOR) on Market Orientation and Third Sector Organizations (TSOs) Performance

The basic argument is that the emphasis on the Market Orientation alone may not be enough for any organization to perform well (Baker & Sinkula, 1999a; Olavarrieta & Friedmann, 2008; Schweiger et al., 2019). There seems to be some justification for this rationale from the resource-based view of the corporation and the theory of industrial organization. The resource-based approach evaluates the different resources the company holds and ensures that matching resources yield superior results (see Wernerfelt, 1984; Barney, 1991). Industrial theory further implies that a stronger connection between business strategies and industrial environments makes a significant difference in the performance (Aldrich, 1979). From these theories, it seems that companies, through creating and using actions associated with different strategic orientations, are regulating their connection with the environment to boost performance (Celuch, Kasouf, & Peruvemba, 2002; Ferrell., Oczkowski, & Kharabsheh, 2008).

Sinkula (1994) was among the very first few researchers to investigate link between MORT and organizational learning in line with Resource Base Theory (RBT) and inferred that market orientation alone might not yield desirable superior performance. This affiliation further lead to the idea that, "organizational learning (capabilities) helps to foster market-oriented thought and behaviour in an organization" (Jaworski & Kohli, 1996, p. 125) that may help in achieving organization performance (Day, 1994a; Dickson, 1996). Similarly, Morgan, Katsikeas, & Appiah-Adu (1998) were also few first scholars

who resisted the idea of Market Orientation as sole player in the performance of an organization and recommended that Market Orientation is just the first principle. Market oriented behaviour of an organization can only react to commercial centre data if it is well supported by Learning Orientation (LOR) system and procedures. In other words, organizations with lesser learning capacity would not grasp the market orientation. Therefore, LOR that serves as a driver for MORT often prevents an organization from inertia. Once an organization has a deep learning orientation, it not only gathers and disseminates market information but also critically question the value of this information that may help managers to make logical decisions for improving organizational performance.

However, the drawback of MORT is that market-based companies spend more energy on "existing" consumers and rivals, and thus they become in a habit of overlooking "potential" customers and competitors, leading-edge technology and even new business prospects. LOR which is also believed as culture and values, also emphasizes on learning, may form the core of MORT by providing and retaining the capacity to search for relevant and useful information. Earlier studies have been trying to unlock the MORT – LOR relationship which has established a good relationship between MORT and LOR. There is a general consensus that MORT is the principal basis for learning organization. The constructive correlation between the MORT and LOR in the profit sector is well documented (e.g. Slater & Narver, 1995a; Farrell, 2000; Keskin, 2006).

As mentioned in Chapter 1, the aim of the research is to borrow from the commercial industry to the third sector and develop an assumption based on the literature of the commercial sector, it is practicable, that a MORT would indeed impact NPO performance (both economic and non-economic) taking into consideration the underlying process through learning orientation. In addition, based on literature in areas such as performance measurement (e.g. (Kaplan & Norton, 1996) and RBV (e.g. Prahalad & Hamel, 1990), it can be hypothesized that LOR will influence the economic performance of NPOs through non-economic performance. Companies which has highly responsive Market Orientation (MORT) culture, can adapt to their clients, monitor their opponents and develop strategies to solve customer concerns that are significantly superior to the competitors (Narver, Slater & MacLanchlan, 2000). Responsive market-oriented firms intensely get to and widely depend on their organizational learning capabilities. Since, it

is this capability that provides the tools and systems to get on clients and to gather facts well in time that can be utilized to execute strategies successfully. The function of Organizational Learning Capability (OLC) and its effect on competitive positioning is more noteworthy in firms that have responsive Market Orientation than in those that don't.

H8a: An Organization Learning Orientation (LOR) positively mediates the relation between Market Orientation and Third Sector Organization performance.

2.8.2 Mediating Effect of Organization Learning Orientation (LOR) on Brand Orientation and Third Sector Organizations (TSOs) Performance

The impact of Organizational Learning Orientation on branding practices of small and big ventures is very limited but grounded well in the past works. As per Shocker, Srivastava, and Ruekert (1994) the organizations who rapidly adjust and react to market progresses because of their learning about players who shape market behaviour will probably carry out brand directed sustainable competitive advantage.

Prieto and Revilla (2006) found in his investigation carried out in 111 Spanish firms that learning capacity improves the organizational monetary and non-money related performance. His results with reference to positive connection between learning capability and performance related to finance have upheld various empirical investigations (Baker & Sinkula, 1999b; Bierly & Chakrabarti, 1996; Calantone et al., 2002; Jerez-Gómez et al., 2005; Tippins & Sohi, 2003). Nonetheless, finding of basic substance in the examination directed by Prieto and Revilla (2006) was regarding positive connection between learning capacity and non-budgetary performance which referred to satisfied employees, faithful customers, successful launch of new products and improved corporate repute likewise named as Corporate Brand Identity or Corporate Branding. The most common learning factor among the three learning systems is that they contribute to an identical meaning across the whole organization during the development of the corporate branding planning process. Moreover, they facilitate learning to be developed and initiated in different circles of people and communities at the different classified levels and across organizational boundaries. They integrate learning into the organization's routine so that it corresponds to the development of new practice.

The continuous dynamic evolution of a corporate branding plan calls for a lasting and dynamic learning plan or agenda (Keller et al., 2010). Only the nature and growth of the learning model within the implementation phases of legitimate branding design have been studied in limited or restricted work. Nonetheless, in order to receive the incentives of good branding practices, a company must focus on learning, accept new information with improved strategies for performing tasks. Nevertheless, an organization should be devoted to learning, opened to fresh realities and to innovative ways of performing tasks. Above all it should have unified understanding of knowledge, whereby agreement on the value of information can be reached (Sinkula, 1994; Slater & Narver, 1995a). Therefore, the influence of BRO on organizational performance could be discussed with LOR.

Research in the business and marketing literature suggest that learning is an indispensable capacity, as it prompts extended creativity and improved execution (Baker & Sinkula, 1999b; Tajeddini, 2016). The capability of collecting and integrating client and competitor information faster than rivals may be useful, even in circumstances not experiencing high degrees of business sector and innovative turbulence. Slater and Narver (1995a) stated that their only viable source of profit may be the ability for a business to learn faster than its opponents. With the increasing use of excellent inherited resources and distinctive developments by companies, these organizations were able to discover and adapt more rapidly to such changes than traditional organizations (Day, 1994). In addition, firms that stress on consistent learning and test currently held assumptions about the business sector would have the ability to better utilize their physical, human, and authoritative assets to move ahead. Similarly, in this model, Brand orientation is used as a key resource along these lines and author assumes that various levelled learning capacity would undertake a significant role to utilize this asset better than any non-profit rival which will ultimately outperform any competitor and inevitably achieve a competitive advantage.

Weerawardena, O’Cass, and Julian (2006) study suggests that learning fosters organizational innovation that can have a major impact on brand performance. In marketing, such direct links were not examined and perhaps even justify more attention. Osakwe 2016), attempted to theorize Brand Orientation (BRO) in his conceptual paper and actually attempted to identify largely dependent roles of the various drivers and means in developing the BRO strategy for some small and medium-sized businesses. He

totally dismissed the notion that brand orientation could not be an effective instrument for small firms. He even suggested that it is a vital micro-foundation for small businesses to achieve high customer-centered performance results effectively. He also found out that the environment (or culture) of learning is actually viewed as how a firm is driven to lasting progress by learning a common philosophical perspective and show openness to strategic views for new thoughts (Che- Ha, Mavondo & Mohd-Said, 2014; Sinkula et al., 1997). Organization with learning culture actually provides a healthy atmosphere in which employees ' thoughts and practices thrive, and despite certain factors, it is not a culture that shows conservative attitude to errors relating to employees (Che- Ha et al., 2014). This kind of working environment genuinely believes in the principle of "idealism," in which learning unlearning and relearning are called stages of progress because individual errors are generally presumed failures and, in that capacity, such errors can be accepted to a certain degree. No doubt, a corporate learning environment is such a positive working environment, where workplace competence is encouraged through training and different skills development programs (Baumane-Vitolina, 2013). Therefore, work has shown that a learning environment encourages a lot of corporate ideation, openness, and innovation and thus builds primarily consumer respect in the business (Che-Ha, Mavondo & Mohd-Said, 2014; Laukkanen, et al., 2013; Weerawardena, O'Cass, & Julian, 2006b).

The significance of building strong brands is broadly identified in the marketing writing (Aaker, 1991 & 1996, Keller, 2001). The main benefit of branding is that it develops a recognized reputation and identity for the firm. The study researching the linkage between learning capacity and branding implied that organizations that seek market-oriented learning are more prone to have solid brands (O'Cass & Ngo, 2006). Results of another examination performed by O'Cass and Weerawardena (2010) affirmed that market driven organizational learning ability is definitely connected and essentially related with company's branding performance.

On the basis of the debate discussed above, it may, therefore, be postulated that the Third Sector Organizations must be supported and driven by market-focused organizational learning to improve its performance or to benefit from the branding.

H8b: An Organization Learning Orientation (LOR) mediates the relation between Brand Orientation and Third Sector Organization Performance.

2.8.3 Mediating Effect of Organization Learning Orientation (LOR) on Social Entrepreneurial Orientation (SEO) and Third Sector Organization (TSO) Performance.

Previous studies so far have proved that entrepreneurship has a positive relation to business performance (Wiklund, 1999; Wiklund & Shepherd, 2003, Zahra, 1991; Zahra & Covin, 1995). Likewise, a few other research works have shown that LOR has a significant effect on organizational performance (Baker & Sinkula, 1999b; Tippins & Sohi, 2003). Though most scholars find that EO impacts company performance positively, this direct relationship doesn't seem empirically compelling (Rauch, Wiklund & Lumpkin, 2009).

Real, Roldán, and Leal (2014) study is one of such works that favoured the LOR to such an extent a strong mediator between EO and corporate performance as they believe EO and performance direct relationship is not empirically conclusive. They also quoted Suliyanto and Rahab (2012) work, who also believed that the learning organization can't improve the performance of the organization directly and therefore, there it needs to go through different factors which can arbitrate between organizational learning and business performance. They confirmed that LOR is particularly effective in the field of business-related culture and the possibilities to be mediated by factors that affect business performance in particular. It is therefore, proposed that the potential mediators should be recognized in these associations. The outcome of previous theoretical research was that the organizational learning factor was proposed as an intrusive variable within the context of the previous two references. Past research has assumed, from one point of view, which EO has a decisive influence on organization learning and thus has a more positive effect upon business performance. An extension of an entrepreneurial mindset can, therefore, improve the institutional capacity to learn and increase the likelihood of the company's performance.

Although the content supporting LOR intervening in EO and Performance relationships is unusually restricted, research paper of Altinay, et al. (2016) carried out

similar research by citing Wang (2008) as the model in which it is proposed that EO affects the LOR positively, which thus has a positive effect on corporate performance. In consideration of this, Wang (2008) studied the interaction between EO and performance by consolidating learning as a mediator in her analysis of 213 average size to large UK companies. Covin, Green, and Slevin (2006) expressed LOR as an essential aspect of the strategic behaviour of companies. How enterprises develop their learning practices, use diverse learning sources and develop strategic choices and activities to influence potential impact of EO on performance. Entrepreneurial oriented organizations responsibly analyse their exterior environment (Davis, et al., 2011). Taken together, the main incentive for learning orientation could be entrepreneurial orientation. Wang (2008) study concludes that regardless of a sample of average to large size organizations, entrepreneurship unconditionally influences the learning orientation.

The above discussion has provided sufficient arguments in support of LOR as a mediator that impacts the SEO-performance. SEO salient feature is its strong reliance on innovation that help an organization to always welcome new thoughts and introduce such practices that may move organization away from traditional practices and develop a more responsive organization culture to better exploit market opportunities. Wang (2008, p. 649) in same manner inferred that EO positively affects learning orientation which, thus is helpful for organization performance. Thus, it can be concluded that:

H8c: Organization Learning Orientation (LOR) mediates the relation between Social Entrepreneurial Orientation and Third Sector Organization Performance.

2.9 Summary Table of Hypothesis

Table 2.3: Summary of Hypothesis with Literature References

Hypothesis No.	Hypothesis Statement	Literature References
H1	Market Orientation is positively related with Third Sector Organizations overall performance.	Alanazi 2018; Chad et al., 2014; Duque-Zuluaga & Schneider, 2008; Shoham et al. 2006; Balabanis, Stables, & Phillips 1997
H2	There is a positive relationship between Brand Orientation and Third Sector Organizations overall performance.	Baumgarth, Carsten & Schmidt 2010; Boso, Carter, & Annan, 2016; Gromark & Melin, 2011; Napoli, 2006
H3	Social Entrepreneurial Orientation has a positive relationship with Third Sector Organizations Overall Performance.	Andersson 2011; Coombes et al. 2011; Pearce, Fritz, & Davis 2010
H4	Market Orientation (MORT) is positively related to Organization Learning Orientation (LOR).	John, 2014; Schweiger et al., 2019; Sinkula et al., 1997; Zainul et al., 2016
H5	Brand Orientation (BRO) is positively related to Organization Learning Orientation (LOR).	Baumgarth, Merrilees, & Urde, 2010; Khan & Bashir, 2020; M'zungu, Merrilees, & Miller, 2015; Urde et al., 2011
H6	Social Entrepreneurship (SE) is positively related to Organization Learning Orientation (LOR).	Alegre & Chiva, 2013; Argote 2011; Lumpkin & Dess, 1996; Wiklund & Shepherd, 2005
H7	Organization Learning Orientation (LOR) is positively associated with an Organization Performance.	Alegre et al., 2013; Günday, Ulusoy, Kılıç & Alpan, 2011; López, Peón & Ordás, 2005;
H8a	An Organization Learning Orientation (LOR) positively mediates the relation between Market Orientation and Third Sector Organization performance.	Baker & Sinkula, 1999a; Celuch, Kasouf, & Peruvemba, 2002; Ferrell., Oczkowski, & Kharabsheh, 2008; Olavarrieta & Friedmann, 2008; Schweiger et al., 2019
H8b	An Organization Learning Orientation (LOR) mediates the relation between Brand	Che-Ha, Mavondo & Mohd-Said, 2014; Laukkanen, et al., 2013; O'Cass & Weerawardena 2010;

	Orientation and Third Sector Organization Performance.	
H8c	Organization Learning Orientation (LOR) mediates the relation between Social Entrepreneurial Orientation and Third Sector Organization Performance.	Davis, Marino, Aaron, & Tolbert, 2011; Real, Roldán, & Leal 2014; Suliyanto & Rahab 2012; Wang 2008

2.10 Theoretical Model

As mentioned earlier that organizations are structured entities that are formed to perform certain actions to fulfil their goals and different objectives. How organization achieves them depends on scope and reason of existence of an organization that has been broadly covered under mega theory called Theory of Firm. This theory helps to bridge economic and management disciplines and tries to find answers that why a firm or an organization exists and how it competes for customers and resources that are available both externally as well as internally and how top management decisions help an organization to perform better than competitors (Storchevoi, 2015). These questions have been discussed under different domains but meaningful answers been found under strategic orientations. These strategic orientations have been viewed with complementarity approach that these orientations support each other and may even result in superior performance when evaluated in complementary mode rather in isolation (Schweiger et al., 2019). In this study, Strategic Orientation is used with subdivision approach in which a combination of different orientations like Market Orientation, Brand Orientation, Social Entrepreneurial Orientation and Learning Orientation have been studied to find their causal effect on each other and especially on the growth and performance of the Third Sector Organizations (TSOs) in the presence of Learning Orientation (LOR) as a mediator. Literature strongly support that intangible resources have superior performance effects than tangible one (Kamasak, 2017) therefore, Market Orientation, Brand Orientation, Social Entrepreneurial Orientation and Learning Orientation as intangible assets would create strong performance effects. Resource Based Theory (RBT) suggests that an organization can achieve sustainable competitive advantage if it is able to leverage its internal resources against competitors or external market forces that may affect its performance

negatively. These resources may relate to organizational processes, assets and capabilities or information and knowledge (Barney, 2014). For example, Market Orientation as an intangible resource is recognized as the strong asset that help to understand the business environment, collect information about what is happening in the surrounding and then share with all concerned stakeholders so that it can be used by managers to provide an appropriate course of action is considered decisive factor of organization success (Corte et al., 2018).

Similarly, Social Entrepreneurship is also considered a strategic resource and an organization with propensity to take high risk and to adopt innovation will also be able to create more social and economic value for stakeholders (Day & Jean-Denis, 2016). Kozlenkova et al. (2014) were also in great support of Resource Based Theory and argued that this theory can provide theoretical as well as empirical insights into the relative effects of multiple market-based resources like building brands on performance from many marketing contexts. They suggested that valuable brand would help in decreasing cost and increase revenue. Similarly, if competitors are not able to imitate a strong brand at an acceptable cost, such brands would more likely generate competitive advantage that may persist over a long time for an organization. However, it is also worth to mention that most of the studies have consensus that to widen and to better understand RBT, more empirical works and developing interactive framework with other fields and theories like dynamic capability theory proposed by Teece, Pisano, and Shuen (1997) is required. Therefore, Learning Orientation (LOR) has been introduced as a strong capability in this model to equip organization with learning culture. The information generation and dissemination through Market Orientation and innovativeness, pro-activeness, risk taking behavior under Entrepreneurial Orientation would be meaningless if there is no such kind of learning culture where it becomes difficult to raise questions about old values, policies and procedures. As per Resource Based Theory (RBT) which emphasizes acquisition of individual unique resources, this research as per resource management perspective believes that synchronization and bundling of resources is as critical to value creation as acquiring and holding them (Schweiger et al., 2019).

After reviewing the complete background of strategic orientations and its theoretical framework, it is now clear to understand the nature of the variables and their different relationships in the presence or absence of the intervening variable or in other

words the direct and indirect effects. The model has three independent variables namely Market Orientations (MORT), Brand Orientation (BRO) and Social Entrepreneurial Orientation (SEO) discussed as strategic resources of an organization and its effect on the performance as a dependent variable. While Learning Orientation (LOR) is introduced as a mediator which author believes can enhance the relationship between Strategic Orientations (SOs) and the performance and is considered as a capability without which resources could not improve the performance according to its potential.

Another approach to overcome limitation of organization resources that may affect organization performance and to play effective role in resolving social problems is to enhance inter organizational response. This may be best understood under stakeholder theory that stress the need to make organization accountable and responsive to all stakeholders rather ignoring beneficiaries at the cost of donors and implement strategies in such a way that may fail to achieve mission in its true spirit. If organization does not listen its customers and volunteers but shape policies according to donors then it may be able to achieve short term goals but not long-term goals and may face issue of sustainability. Due to financial constraints third sector organizations may not be able to invest extensively, therefore best way to deal with this issue is to develop learning culture to better understand stakeholders' requirements and market dynamics and respond to their explicit as well as implicit demands and introduce innovative solutions.

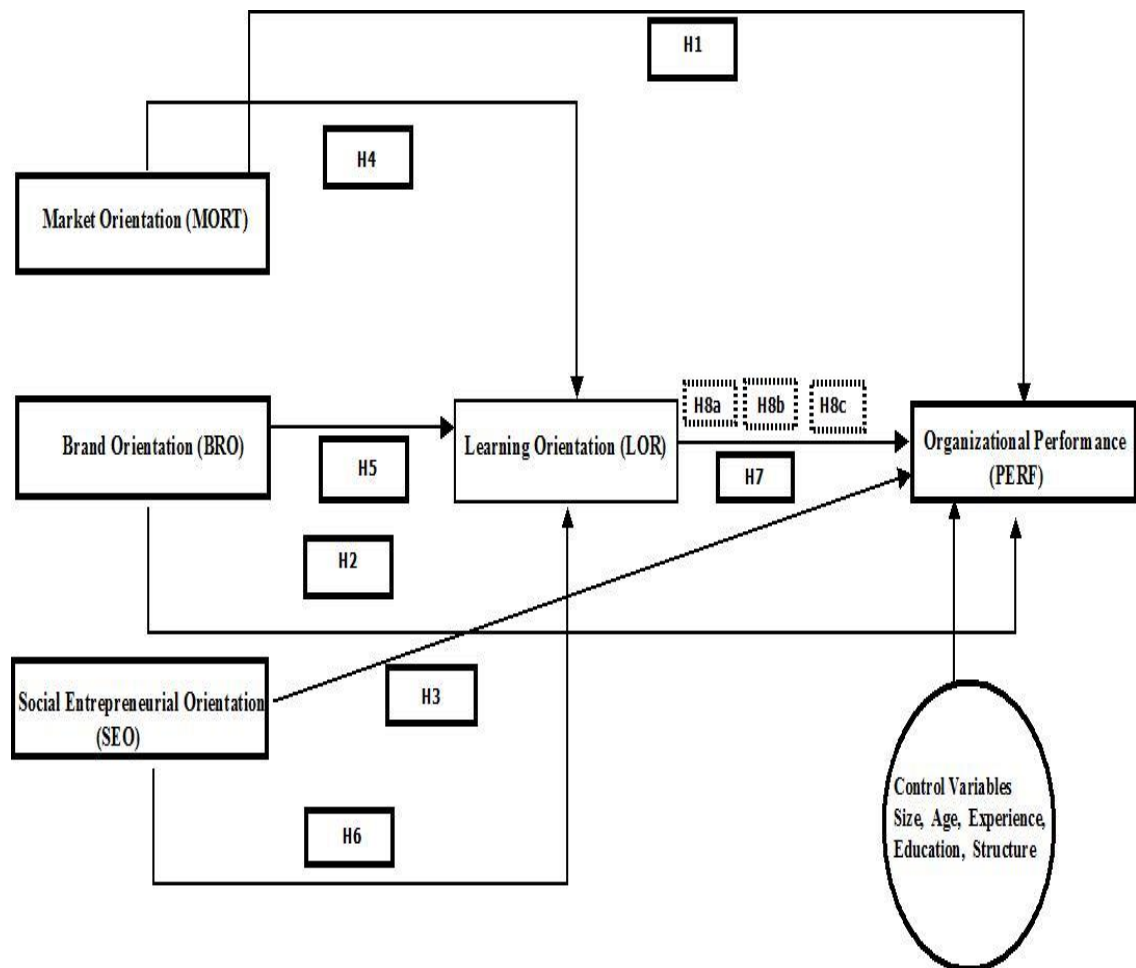


Figure 2.1 Research Model

Chapter 3

Research Methodology

This section describes the methodology developed in this analysis technique for collecting data from the chosen sample and evaluating the theories. The debate starts with the overall research framework underneath this study, and after that the use of self-administered survey questionnaires as a tool for data collection is discussed. The argument then continues to the data collection level. Research Methodology is an important chapter which gives a direction that what different methods been used by authors to get answer to the research questions posed in Chapter No.1.

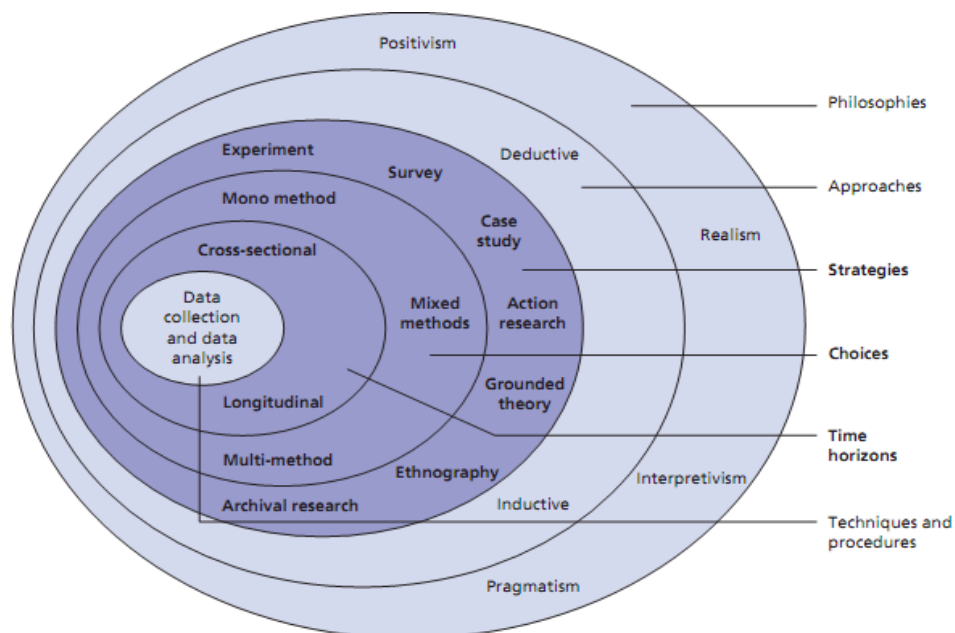


Figure 3.1 Research Onion Source: Saunders, Lewis and Thornhill (2012)

3.1 Research Philosophy

The philosophy of research manages the scientific progress of knowledge and its nature. The progress in knowledge seems to be very valuable but when a researcher begins to work on any research, then real focus is on developing the knowledge in a particular field. The aim may not be very huge as even a moderately discreet aspiration to respond to a particular problem in a given organization can still be seen as largely new knowledge. The choice of the philosophy of research is also a reflection of how the author perceives the world. These hypotheses potentially affect the research system and the techniques that one chooses as a result of that strategy.

Similarly, Johnson and Clark (2006) have also pointed out that being business and organization researchers, they must know the philosophical responsibilities which have been settled by a research technical decision, since it has important consequences for what researchers do and understand what they are investigating. Saunders, Lewis and Thornhill (2012) have rejected such kind of perspective that philosophy ought to be affected by realistic understanding. He recommended that philosophical view ought to be affected by the specific perspective of the researcher about the connection between the knowledge and the procedure through which it is created. For instance, one researcher may be worried about certainties and logical approach while other may be worried about conduct and sentiments of employees. This will at last, not just influence the selection of strategies and methods, however consequently will influence opinions on what is vital and, maybe more fundamentally, what is valuable. The open debate could again incite the question that which research philosophy is better and which isn't. This question again could distract researcher from the correct direction. All are better for various things which rely upon the sort of research questions. As there could be probability that a specific inquiry may not really fall under a specific domain.

According to Scotland (2012) research philosophy consists of four elements that covers its basic assumption, belief, norms and values namely Ontology, Epistemology, Methodology and Axiology.

The ontology deals with assumptions that one makes to believe what is real and nature of truth and knowledge or nature of a social phenomenon that an investigator tries

to investigate (Scotland, 2012). It instigates researcher to ask questions such as: Is there a reality out there in the social world or is it a construction, created by one's own mind? If there is a reality then what could be the nature of reality? Is it a reality of an objective nature, or the result of individual cognition? As author believes that truth and reality does not change and can be discovered through objective measurements therefore, such truth then can be easily generalized to other situation. In other words, author belongs to objectivism philosophical stance to find truth with objectivity and believes that social entities exist in reality external to social actors (Saunders, et al., 2012). The second branch epistemology deals with ways of knowing what is reality? Epistemology is derived from Greek word which means knowledge. It tries to answer "How do we know what we claim to know?" As ontological beliefs will dictate the epistemological beliefs that means what the researcher believes about the nature of reality will dictate or influence the kind of relationship, they think the researcher should have with whatever is being studied. Being a researcher that belongs to positivism school of thought therefore, author will gather the data in such a way where his involvement will be at the minimal level or would try to keep maximum distance so that he could not influence objectivity measurements. Third philosophical position is methodology that includes research design, methods, approaches and procedures in an investigation to find out something about research problem or proposed research issue. In order to factually and objectively find evidences without researcher's involvement, researcher has used structured questionnaire survey and used statistical analysis to scientifically prove or reject hypothesis proposed in this research model. Axiology deals with values which means ethical aspect decision regarding a research that what could be right and what kind of decisions and practices may lead to wrong and unethical practices in research (Kivunja & Kuyini, 2017).

Saunders et al. (2012) have also discussed in details about ethical concerns which may emerge at different stages of research, like at the planning phase of research, seeking access to organization and individuals, collecting, interpreting and even during reporting data. All these concerns are governed by norms of a researcher that what moral position he adopts during a particular situation. The said guidelines proposed by these scholars have been followed by the researcher according to the understanding and best practices. For example, to get access to any participant, no pressure or immoral means been utilized. The confidentiality and secrecy of the possible and actual participants been ensured and they have been given right to voluntarily participate and even can withdraw partially or

completely from the process. The participants' data was maintained with confidentiality and their identity was also not disclosed at any place. Special measures been taken during the collection and interpretation of data that respondents or beneficiaries should not assume that they have been targeted or exploited for personal research objectives.

3.1.1 Post-Positivism

Those who are following philosophy of positivism in the research, most probably receive the position of pure science or natural science. In this type of research, researchers prefer to work with measurable social reality, which results in the generalization of the physical and natural science system in the policy (Remenyi et al., 1998; p. 32). In terms of developing a study strategy to obtain such data, the established hypothesis will likely be used to build theories. Such assumptions are confirmed and accepted, entirely or partly, or rejected, leading to a refinement of the hypothesis which can be evaluated by means of further study. Another essential part of the positivist approach to analysis is that the study is applied in a value-free way, apart from what most find feasible. The presumption is that the author is unbiased and neither influences nor is influenced by the topic of the research (Remenyi, et al., 1998).

Those who support positivism believe that objective reality does exist but quite independent from human behaviour. However, critics of positivism also argue that reality does not exist within a vacuum and its composition can be influenced by culture, gender and research can be viewed from several perspectives. These perspectives can be used to define research goals, research questions, methods and to interpret results (Crossan, 2003). In this research, author followed post-positivism philosophy to find the reality based on facts with verified and quantifiable measures that can be easily replicated on pure scientific basis. The presumed relationships being developed from literature will be hypothesized and then will be tested on the basis of the statistical formulas and there will be no influence of the author on the facts being presented in the research. These statistical measures will ultimately decide whether presumed relationships are proved partly or completely or rejected partially or completely. Another reason for choosing post-positivism philosophy is that basic concept of proposed model research questions is to empirically validate the relationship between different constructs and refine the nature of relationships among all strategic orientations and their effects on the organization

performance based on proposed theory. However, researcher has also freedom to interpret results as per his understanding and could recommend areas for future studies and to suggest areas to conduct future researches with better data collection process and methodology.

3.2 Research Approach

If the term approach is used, it applies to study plans and processes that include phases from general results to the compilation, analysis, and presentation of detailed information. The subsequent decision is, which method could be more effective to comprehensively study a subject area of a research. The preference for any such approach that may be used, depends primarily on the kinds of questions raised in the research study and various areas of science usually rely on specific types of research to accomplish their objectives (Marczyk, DeMatteo & Festinger, 2010). In most instances, two main research approaches are used as deductive or inductive strategies to the various research issues. In the event of a deductive approach, a clear logical model is already defined and information is gathered after the implementation of the conceptual framework. While in case of inductive approach, information could be obtained directly and a hypothesis based on the data is formed.

3.2.1 Deductive Approach: Testing Theory

Being a post-positivist researcher, this research has used deductive approach which is deeply rooted in pure science and tries to prove a fact by statistical testing, which is why it owes a lot to what we believe to be scientific research. It means that a theory is developed and carefully tested. It is, thus, the leading path to research of natural sciences, where rules establishes a framework for analysis, makes the observation, prediction about what could happen, and how to control the phenomena (Collis & Hussey, 2003).

Robson (2002) stressed that deductive analyses normally progress in five sequence steps:

- i.** Inferring assumptions from theory (empirical claim of the relation between two or more concepts or variables);

- ii. To express the operational hypothesis that implies the relation between two different concepts or variables (that is to show precisely what concepts or variables are to be measured);
- iii. To measure the hypothesis (one or more approaches have always been involved);
- iv. examining the specific outcome of the inquiry (it will either tend to confirm the theory or indicate the need for its modification);
- v. In light of the results, alter the hypothesis as needed.

Finally, by moving to the first level and completing the entire cycle, the effort to validate the modified hypothesis is made. Deduction has a number of key features. First, the underlying associations between variables are described in full exploration. To test a hypothesis, researcher uses another distinctive feature, the collection of quantitative data. Along with this, researcher also need to use a highly structured methodology to facilitate replication, an important issue to ensure reliability (Gill & Johnson, 2002).

To conduct the deductive research on pure scientific lines, researcher also needs to distance himself from what he is observing or in other words he should conduct research in isolation without being involved in it. To conduct a research more on scientific basis it is also important to mention here that concepts being used in research also need to be operationalized so that facts could be measured quantitatively. More ambiguity would create less scientific results and less supporting evidences to prove the hypothesis.

The final attribute of deduction is generalization. The consistencies in human social behaviour can only be statistically generalized if sufficient numerical size of samples is selected (Trochim, 2006).

3.3 Research Strategy

Research strategy can also be referred to in literature as research methodology, including explorative, descriptive and explanatory study. Many methods for analysis are simply deductive while others are seen solely as inductive procedures. Nonetheless, it is often unduly oversimplified to delegate approaches to one strategy or another. The most important thing is not, though, the title that is attached to a particular strategy but whether it can allow researchers to answer their specific research questions and achieve goals.

Another positive thing about survey research with structured questionnaire is that independent and dependent variables are used to define the scope of the study and researcher has no control on it. This is very much in line with post-positivist philosophy where researcher personal subjective opinion should not exert any influence on responses and create any biasness.

The written structured survey technique is usually related to the practice of deduction or quantitative approach. It is a popular and frequent methodology to business and management analysis and often utilizes it to address who, when, what, how much, and how many queries. It thus appears to be used for exploratory study or specific studies. Surveys are popular because they enable an extraordinarily effective compilation of a great deal of information from a large population. Such data is often obtained by using a sample of structured questionnaires and can help to easily compare. Such data is standardized. The questionnaire technique is also seen by individuals as reliable because it is fairly easy to explain and comprehend.

The survey technique helps researchers to obtain empirical data that can also be divided quantitatively into descriptive and sometimes inferential statistics. The information obtained via survey techniques can also be used for the development of models of associations and to present reliable objectives behind specific links between variables. The use of a survey approach will allow researchers greater control over the research process and it is possible when using sampling to generate results that represent the entire population at a lower cost than collecting information for the whole population (Saunders at al., 2009).

3.4 Research Choices

In previous discussion the focus was whether this study employed deductive or inductive approach, while in this section author tries to support the argument for what particular research choice may be useful to achieve the research objectives. The research questions actually suggests choice of research method to get the desired answers (Creswell, 2003). In literature, different research choices have been discussed which could help to find the relevant research choices.

It is mainly assumed that there is no disconnection between particular quantitative and qualitative approaches and processes. Therefore, the researcher uses either a single methodology for the collection of data or more than one relevant analytical method (Mono Method) is used or uses more than one approach of data collection and analysis to answer the question of research (Multiple Methods). Furthermore, other titles, including multiple methods, blended research, multi-method, triangulated studies, and mixed research are given to such research methods with mix of different methods (Saunders et al., 2012).

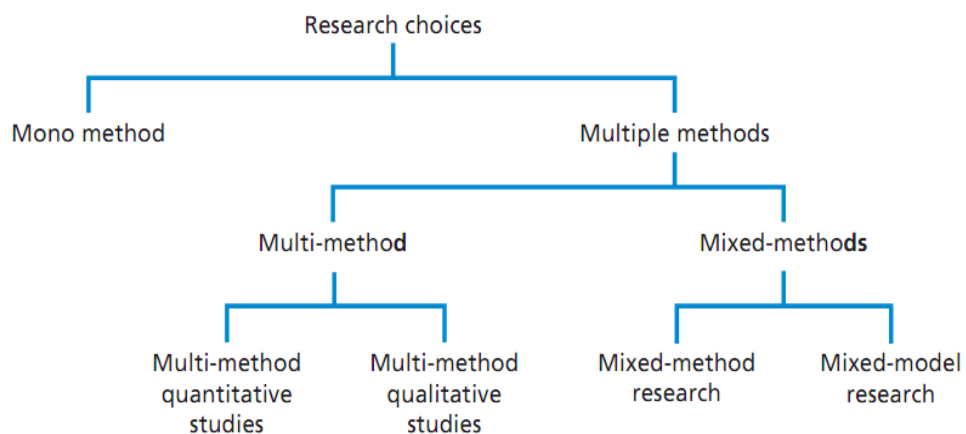


Figure 3.2 Research Choices Source: (Saunders et al., 2012)

As the researcher belongs to post-positivism philosophy to find the truth with facts and research approach is deductive to test the hypothesis through a single survey method. Therefore, this study can investigate the use of quantitative research components in a single study over a certain period of time therefore, employed Mono Method as choice of research to evaluate the nature of relationship of different variables and how much weak or significant relationships exists.

3.5 Rationales for Selecting Surveys as the Preferred Research Strategy

In order to obtain data from population, a survey is often used. For qualitative purpose, personal interviews with open ended questions are quite useful, while for quantitative technique structured questionnaires is a good data collection method. The research approach is positivist in nature in which written structured survey is used as a

research strategy or methodology to collect the data for finding the relationship of different variables and effect of independent variables on dependent and mediating variables is statistically examined. Survey methodology is also useful as researcher explicitly has no control on it and this is what post-positivist school of thought suggested avoiding any subjective opinion of researcher. In survey, author use structured questionnaires to get a deep insight about the research objective. Author has used this strategy as research objectives are developed to confirm the causal relationship. This can be only possible through quantitative research approach rather than qualitative and therefore author has used standardized scale (discussed in section 3.11) to get the answers from the respondents.

3.6 Time Horizon

An essential question to answer is, whether research is something like a "snapshot" taken at a particular time, or is it more like a series of snapshots taken at a particular time and reflecting an incident over a particular period? Once again, the answer to this question is not straightforward and relies on the questions of the study. In order to make it simpler to conduct a study considering the time-frame, two alternatives are available, namely longitudinal and cross-sectional. Information is obtained for a longer period of time during longitudinal study (Cooper & Schindler, 2008). In the cross-sectional study, surveys are completed by a single respondent at a single point in time (Rindfleisch, et al., 2008). However, they also cautioned that while utilizing cross sectional approach there is also a possibility of Common Method Variance (CMV) issue due to use of a single rater or single source. As the research questions are designed to confirm the nature of relationship between variables and test their effect on each other as well as on dependent variable (Performance) of a non-profit organization over a certain period of time, therefore this research will be cross sectional.

3.7 Research Design

Creswell, (2003) explained research design as general plan of a research to formulate research problems, to provide logic behind the data collection and its analysis

procedure, ethical requirements while conducting research and how researcher should behave during data collection process through which research questions are answered.

In general, research design is categorized under three different steps. In the first step of research design, research hypothesis on the basis of different relationships of constructs are discussed (chapter 2). These hypotheses are also derived after a thorough review of previous works been done (chapter 2), which also helps to specifically define research questions and objectives of this research. In the second step, in the light of defining research questions and objectives a decision is made that what kind of methodology (current chapter 3) would be suitable to confirm and validate the hypothesis? In the final step, the data analysis been carried out (chapter 4) and findings, recommendations and future directions (chapter 5).

The first step been addressed in previous two chapters while in the second step, data collection process is covered in this chapter in which decision about purpose of the study, investigation type, researcher involvement in the study, study setting, the time period of the study and at the end unit of analysis will be reviewed as per Sekaran (2006) guidelines.

3.7.1 Purpose of the study

As per Sekaran (2006) guidelines, purpose of the study can be categorized under three different headings like: exploratory, descriptive and hypothesis testing. In case of exploratory research new dimensions and areas of research are tried to discover, while in descriptive research particular nature of the study is discussed and finally in hypothesis testing the problem nature is known and their causal or correlational relationship is tested through hypothesis. Since this study is positivist, the survey approach was used to gather data to find out how the relationship between independent and dependent is interconnected. Therefore, the purpose of the study is to use hypothesis testing in this research.

3.7.2 Type of Research

Hypothesis testing studies from the research perspective are normally carried out under two different categories: causal and correlational studies (Sekaran, 2006). In causal studies research is restricted to identify whether a cause and effect relationship of any kind occurs or independent variable has any effects on the dependent variable. Whereas in correlational studies the investigation is done to ascertain or identify the important construct relationship in the context of problem of the area (Kenneth & Bordens, 2017). This is why in present study the relationship of different strategic orientation like Market Orientation, Brand Orientation, and Social Entrepreneurial orientation with organizational performance in the presence of Learning Orientation as a mediator been examined in the non-profit sector. This study would also investigate whether the variables as mentioned in the conceptual framework are covary or not (i.e. the change in one variable could bring changes in other accompanied variable), and therefore helps in determining the path direction, variation and form of the practical relationship. According to Hair et al., (2017) to evaluate research based on covariant correlations, synchronous evaluation of the paths collectively is needed (i.e., a multivariate analysis utilizing structural equation modelling) in order to explore the strength of most effective paths. In this study, correlation as well as causal analysis will be examined to find the effect of independent variables on the dependent variable.

3.7.3 Survey Instrument

A survey is the easiest method to collect a great deal of information from many individuals (Sekaran, 2006). A Survey is simply a data collection tool for carrying out a survey research. It is capable to collect information from large sample of population. Surveys are also well suited to gathering demographic information that also helps in understanding composition of the sample. However, the drawback of survey is that intentional or unintentional biases may emerge due to respondent's behaviour or due to lack of response. For this study written survey also called questionnaire is used to gather responses from respondents. To ensure reliability same questionnaire been filled from many respondents to check consistency of survey responses over time. As the

questionnaire used for this study already been used for different study therefore, face and content validity already well established. However, to confirm validity for this study a pilot sample was also taken to find any problem in understanding questionnaire and whether respondents face any issue in responses.

In order to gather data from employees of TSOs in Pakistan, a comprehensive and relevant questionnaire was adapted from existing literature. The detailed description and logic for using these instruments is discussed in following section.

Following scales were used for measurement of different variables.

Table 3.1: Measurement Scales

S.No.	Construct	Reference	Items
1.	MONPO Scale	(Modi, 2012)	14
2.	Brand Orientation	(Ewing & Napoli, 2005)	12
3.	Social Entrepreneurial Orientation	(Chen & Hsu, 2013)	11
4.	Organizational Learning Orientation	Calantone et al., 2002; Jerez-Gómez et al., 2005)	16
5.	Performance	Baba, (2015), (Baumgarth, Lückenbach, Schmidt & Henseler, 2016), Gordon et al. (2014)	14(Subjective statements)

The questionnaire was designed to measure the parameters used in the research process. In the next paragraph, the order of the questionnaire construction is discussed. Firstly, the background of investigation is discussed in the introduction phase to clear any ambiguity about purpose of the research. This is followed by questions related to Market Orientation. In the subsequent section, questions related to Brand Orientation are asked. Third section is about Social Entrepreneurship and fourth and fifth parts are related to Organizational Learning Capability and Organization Performance respectively. The details about measurement of each construct are discussed as follows.

3.7.3.1 Market Orientation: Operationalization

In this study Modi (2012) Market Orientation (MORT) measurement model has been used which he proposed specifically for Non-Profit sector. In his study initially 21 items were presented for confirmatory analysis through maximum likelihood estimation model in AMOS and seven items were deleted. At the end, 14 measuring elements were maintained which showed an excellent fit with the data. This measurement design was adapted from Shapiro (1973) dual target customers viewpoint, which states that beneficiaries and contributors are both TSOs customers. They collect donor money and distribute it to their clients. Thus, sponsors and beneficiaries can be presumed by being the logical equivalent of customer orientation Narver and Slater (1990) which is also an element of market orientation in the profit sector. In fact, all competitors in TSOs are typically vying for the funding of the same lender. The rivalry in TSOs varies greatly from that of the business sector as they aim for the same social goals, which reflect a sense of community toward more peer TSOs. The theoretical counterpart of a competitive orientation component in a perspective of market orientation Narver and Slater (1990) is therefore, used as a peer orientation. At the same time, inter-functional coordination is fully derived from Narver and Slater (1990) conceptualization because it is equally important in the business as well as non-profit fields.

3.7.3.2 Brand Orientation (BRO): Operationalization

Brand Orientation is a new concept and most of initial studies were conducted in profit sector however, its importance in Non-Profit sector has recently been recognized. First effort to operationalize this concept in third sector was made by (Ewing & Napoli, 2005). In the first stage 30 items of the scale gone through purification and 16 items were selected for principal component analysis with varimax rotation. In the final stage 12 items were selected for Brand Orientation Measurement. This scale is considered quite effective for improving effectiveness of organization and to evaluate its performance. There is still a room to improve it to apply Keller brand concept therefore this research will also use this scale to find out how much effective it is from implication aspect and what kind of problems could possibly emerge to discuss it in future direction.

3.7.3.3 Social Entrepreneurial Orientation (SEO): Operationalization

In this study Chen and Hsu (2013) Social Entrepreneurial Orientation (SEO) measurement scale is used which is also a multidimensional scale with four factors and 11 items. The first three dimensions are same used for profit sector like Innovativeness (INN), Pro-activeness (PRO) and Risk Taking (RT) adapted from Covin and Slevin (1991) while the last dimension Reciprocal (REC) is a new dimension keeping in view the nature of Third Sector Organizations.

3.7.3.4 Organizational Learning Orientation (LOR): Operationalization

Organizational Learning Orientation (LOR) variable is measured through measurement scale borrowed from the study of (Jerez-Gómez et al., 2005). Most items were derived from studying the previous literature work. Learning Orientation (LOR) is a complicated, multifaceted concept that involves several sub-processes or components, is also known as the Organizational Learning Capability (OLC). Each organization should be able to demonstrate good quality of learning in every aspect to represent a high degree of learning ability. These sub-processes or dimensions are explicitly called Managerial Commitment (MC), Systems Perspective (SP), Openness and Experimentation (OPEXP), and Knowledge Transfer and Integration (KTI) that integrates the various elements of a professional organization and lays out a template of the organizational learning structure.

In total 16 items form this variable in which Managerial Commitment has five items, three items relate to system perspective, four items for openness and experimentation, and three items for knowledge transfer and integration. A similar model also proposed by Calantone et al. (2002) with almost similar dimensions but based on cultural values and that learning can only occurs unless a good system of organization knowledge sharing prevail.

3.7.3.5 Non-Profit Organization Performance: Operationalization

The performance measure was based on subjective response as to measure TSOs objective performance is quite difficult due to non-availability of data and even if

available accessibility is a big issue. Therefore, different subjective performance statements were selected from the literatures which have been empirically tested and responses were quite satisfactory. The performance measures have been broadly included with maximum dimensions like Economic Performance, Non-Economic Performance and least covered area Social Performance has also been included to find effects of different variables with these different performance measures. These statements like The number of our clients / beneficiaries/ volunteers has risen in the last three years for Non-Economic performance is adapted from (Baba, 2015); statement like “We have been experiencing an increase in volunteer hours from our current volunteers” is adapted from the work of Gordon et al. (2014). Similarly, the Economic Performance statements like, “The organization has been able to meet its financial target in the past three years”, are adapted from Baba (2015) while statements like, “The organization reach its target group”, for Social Effectiveness of TSOs have been adapted from the work of (Baumgarth, Lückenbach, Schmidt & Henseler, 2016).

3.8 Research Population and Sampling Selection

3.8.1 The Target Population

In Pakistan there is no reliable information about the exact number of the organizations working in the third sector as still large numbers of Non-Profit Organizations (NPOs) work independently even without fulfilling legal formalities. However, still many organizations which are registered undergo the legal requirement of accounts audit with government of Pakistan and in return government of Pakistan issues tax exemption certificate for a certain period. Therefore, for this research the target population was all those Third Sector Organizations which are registered under Societies Registration Act, 1860, SECP Islamabad, The Voluntary Social Welfare Agencies (Registration and Control Ordinance 1961) and Companies Ordinance Act 1984 (Assessment and Strengthening Program) and are active for serving the communities and vulnerable segments of the society. For the purpose of selecting the population for study, the list consisting of addresses and contact details of all the non-governmental organizations working in Pakistan was obtained from Pakistan Centre of Philanthropy (PCP), which is a reliable and dependable source. A total of 687 non-governmental

organizations, operational in different sectors like health, education, lobbying etc. were selected from different parts of the Pakistan. These organizations have legal certifications and are registered under legal acts. Moreover, these are active throughout in spending on underdeveloped segments of the society, they have certain publications and activities on their website that depict their authentication and all have approximately 10-15 employees working in different departments.

3.8.2 Target Sample

As the research main objective is to find the role of different strategic orientations on the performance of Third Sector Organizations therefore, those organizations were selected which work for social motives with no profit objectives. While, respondents are those working in third sector organizations, therefore, target sample would be employees working in this sector. In short, target sample were Non-Profit Organizations working in social sector programs like health, community development, WASH, and education in Federal territory, Peshawar, Malakand, Karachi, Quetta and Rawalpindi regions.

3.8.3 Unit of Analysis

The unit of analysis for a study indicates what information should be supplied, or who should provide it, and at what level of aggregation. According to Neuman (2014) unit of analysis is what is being studied for variable assessment. According to Sekaran (2003) unit of analysis can be individual, group or organization which depends on the nature and background of study. However, in many cases the problem can be analyzed at many levels either directly or indirectly. An organization performance could be directly related to an organization, however, ultimately the root cause of the problem could be individual decisions, learning spirit, brand and market knowledge or how much innovative and risk-taking behaviour one has. Since the research problem of this research examines the impact of strategic orientations on Third Sector Organizations Performance, therefore organization is set as standard of analysis. While the sampling unit in this study can be set at the micro individual level and the consolidation of the individual data may become the units of analysis. TSOs senior position employees would represent their respective organizations. Therefore, employees at any managerial level are contacted in

order to collect data regarding Market Orientation, Brand Orientation, Social Entrepreneurial Orientation, Learning Orientation and performance of all concerned Third Sector Organizations on a five likert scale ranging from strongly disagree (1) to strongly agree (5). To sum up, unit of analysis of the research study was employees working in TSOs of Islamabad, Peshawar, Malakand, Rawalpindi, Karachi and Quetta with head offices or provincial head offices.

3.8.4 Sampling Frame

A sample can be described as a group of comparatively fewer people from a population chosen for study. The respondents are listed as sample participants. Sampling is referred to as the method of selecting a sample from a population. Each individual of a population is difficult to evaluate in the study so a group of people (less than the population) is chosen for evaluation. The claims are based on data gathered from the sample for the population. The more representative the population sample, the more accurate are the assumptions and the more universal the results seem to be. It is only said that the sample size is reflective if the characteristics of the chosen items almost match those of the original target population. The results are considered generic if outcomes from the sample group are almost identical for the whole target population (Fink, 2011).

The sampling process can experience deliberate mistakes and prejudices in sampling. Purposeful errors can be described as the sample seeming to be inaccurate or misleading. These errors are triggered by an over-representation of one trait and/or by the other. It is said that sampling bias arises whenever the specified sample does not accurately represent the population patterns (Thompson, 2012). Thompson (2012) discussed in details two main forms of sampling methods which are:

- i. Probability sampling methods
- ii. Non-probability sampling methods

- **Probability Sampling Methods**

Probability sampling is also known as random sampling or representative sampling. In the probability sampling process, each member of the total population has a

defined and established (non- zero) probability of success that will be included in the sample. It incorporates a random selection of some particular nature. The probabilities can be statistically assigned to each population group. Such approaches warrant the working population to be represented in very depth.

For business research, the below mentioned probability sampling methods are usually used.

1. Simple Random Sampling
2. Systematic Random Sampling
3. Stratified Random Sampling
4. Cluster Sampling
5. Multistage Sampling

As in this study the population is known and is precisely defined that all third sector organizations working in different provinces of Pakistan which are registered under provincial or federal act and has received tax exemption certificate from Pakistan Centre of Philanthropic (PCP) and do not receive fee or charges will be included for the organizations. There is a data of around 687 non-governmental organizations working at national as well as provincial level in Pakistan on PCP website.

- **Multi Stage Probability Sampling**

The sampling technique of this study is probability sampling in which Multi Stage Sampling technique is used. In Multi Stage Sampling, all four provinces of Pakistan were selected at first stage, while provincial headquarters and different metropolitan cities were selected from each province at second stage and at the third stage different Third Sector Organizations working in these cities were randomly selected for probability sampling. All this was done through Pakistan Centre for Philanthropy (PCP) website which really helped to choose a representative sample from diverse geographical areas. After this, a list of organizations with good size, reputation and remained active for more than 3 years was compiled on the Microsoft excel while different universities and hospitals were eliminated from the list that charge beneficiaries for revenue generation. From the final list top 100 third sector organizations were randomly selected by using SPSS software (Saunders, Lewis & Thornhill, 2012). Out of 100 organizations only 49 organizations

agreed to participate in the survey. For the details of list please see appendix II. As the unit of analysis of this research is employee, but after searching for a long time for obtaining sampling frame of managerial level employees, the list could not be traced out, hence due to the unavailability of an updated list of individuals and greater turnout of employees, the data was obtained from a representative population. In such situation, research biasness can be minimized that arises due to the difference between the population of individuals clearly described by the researcher and the actual population under study due to inaccessibility of the sampling frame. It is more appropriate to involve all individuals that are present at certain time when survey is being conducted so that greater generalization is achieved and to overcome the refusal and non-response of the respondents. The population of individuals that was accessible during survey was provided with survey instruments as per the process described by (Podsakoff, MacKenzie, & Podsakoff, 2012).

Another technique normally practiced is to do pilot study of sample organizations and find out the maximum and minimum number of employees in each organization. This was also done in the initial stage and minimum average number of employees found was 10 while maximum employees like Agha Khan Foundation was around 200-300 employees. However, it should also need to keep in mind that the average number of employees in each organization also changes in different phases and due to the size of the projects. This concludes that around 6000 to 8000 employees can be a good population size for this research.

3.8.5 Sample Size

The sample is a selection of elements or individuals from larger body or population. When a good sample is selected it reflects the similarities as well as differences of the population which helps to make inferences from a small sample about a large population. Different scholars have proposed different techniques to determine a good sample size which can show good statistical power of the proposed model. One common technique normally considered in PLS-SEM is the 10 times rule where sample size can be determined by means of power analyses based on the largest number of predictors in the proposed model (Cohen, 1988; Hair et al., 2017). In this research model

the maximum numbers of independent variables are 3 so 3*10 is equal to 30 is sufficient sample size.

deVaus (2002) also proposed a method of sample size when the population is less than 10,000. As in this research case organizations from where respondents will be chosen are also less than 10,000 so this method can also be applied for this research. He proposed the following formulae to determine minimum sample size.

$$n = p\% * q\% * [z/e\%]^2$$

where

n is the minimum sample size required

p% is the proportion belonging to the specified category

q% is the proportion not belonging to the specified category

z is the z value corresponding to the level of confidence required (which will be 1.96 at 95% confidence interval)

e% is the margin of error required.

According to Ghaus-Pasha et al. (2002) most of the non-profit organizations are registered under Societies registration act,1860 which is around 40.5 % and those which are registered under Voluntary Welfare Agencies Ordinance 1961 it is 15.2% while those registered under the trust Act 1882 or companies ordinance (section 42) etc. or who applied for registration combinedly leads to around 68 % which means around 32% Third Sector Organizations are non-registered or working at very low scale that may not be suitable for this research.

$$n = 68 * 32 [1.96/ 5]^2$$

$$n = 2176 [0.392]^2$$

$$n = 2176 * 0.154$$

$$n = 335.104$$

However, this sample is assumed when response rate is 100 %. Therefore, adjusted sample size on the other hand, to refine the best practices organizations the Pakistan Centre for Philanthropy been

$$\begin{aligned}
 n' &= n/1+(n/N) \\
 n &= 335/ 1+(335/8000) \\
 &= 335/ 1+(0.04187) \\
 &= 335/1.04187 \\
 &= 321.53
 \end{aligned}$$

This means that sample size around 322 would be more than enough to represent the population. The minimum required sample size to perform factor analysis was also prescribed by (Hair et al., 2017; Ringle et al., 2014) who recommended that at any rate five observations a piece for each variable to perform factor analysis. Yet, Tabachnick, Fidell, and Osterlind (2001) suggested a sample size of 300 is suitable for performing factor analysis. Subsequently, sample size of 322 would be huge enough to run the factor analysis.

3.9 Data Collection and Questionnaire Administration

The analysis consisted of a quantitative procedure aimed at evaluating previously identified assumptions and generating reliable outcomes. Primary data collection method was used that adds unique support for social science research studies. Data collection was administered through the use of survey questionnaires as survey method help to gather responses from a big size sample and to make findings more generalized. A structured survey questionnaire was used to get responses from sample of managerial level employees working in TSOs, as it provides greater facilitation for accomplishing research purpose and objectives. Saunders et al. (2012) proposed guidelines to get access to organization were followed. They proposed that it should be the first priority of researcher to collect the data with credibility and objectively. The organization can be accessed directly or through networking to build trust and confidence of the respondents. While in few cases as the direct access was not allowed due to security reasons or organization policy, questionnaire was distributed through a focal person or human resource department. In other cases, where organizations were working in far flung parts of Pakistan, like Quetta and Karachi then they were approached through mail either through human resource department or questionnaire was sent directly through available information. During all these processes it was ensured to maintain confidentiality of the

respondents, their consent was taken and they were communicated verbally as well as in written form that they can withdraw from filling questionnaire at any stage.

3.9.1 Data Collection Response Rate

According to Neuman (2014) there could be different factors that may affect the response rate and may not lead to representative sample of the population. There is a possibility that sampled respondent may not be able to be located or he may be located but not be able to be contacted despite several attempts. A respondent who can be contacted might not be eligible to fill the questionnaire. However, worst could be that respondent might be eligible to answer the questions but he might not be showing willingness to answer the questionnaire. Therefore, at the end only few might be able to complete the questionnaires. Such non respondents may affect the true representation of the population and lead to un-biasness. Therefore, keeping in view these issues researcher tried to distribute questionnaires higher than sample size to achieve at least minimum sample size. In total 700 questionnaires were distributed among the staff of different Third Sector Organizations of Islamabad (Federal Area), Peshawar, Malakand (KPK), Rawalpindi (Punjab), Karachi (Sindh) and Quetta (Baluchistan) of Pakistan. Most of these questionnaires were distributed personally however, in few organizations due to security reasons questionnaires were either distributed through human resource department or were asked to send soft copy for online submission. In case for no response within one week, a reminder was also communicated. At the end, out of 700 questionnaires, 413 were received. Among these 413 responses 60 were incomplete while 17 were double marked or multiple options were selected and thus not included in final data. Therefore, at the end 326 respondent's data was selected for data analysis which constitutes around 47% or 53% sample was drop out for final data selection.

3.10 Data Analysis

The research utilized various methods for data analysis and techniques for theory testing. Primarily, data screening and data cleaning was executed so as to manage any missing values, eliminating the significant outliers and making the data normal. At that point the data was investigated by utilizing descriptive measurements, for example,

frequency circulations and rates with respect to firms' socioeconomics. So as to check the goodness of the measure (research instrument), reliability and validity tests were performed. Cronbach alpha was determined to assess the inner consistency of items estimating a construct. Higher values of reliability coefficient Cronbach's alpha relating to the constructs utilized in the present research point to more prominent level of the reliability of the instrument.

In order to measure the accuracy of the instrument design, factor analysis was carried out. Fundamentally, the point of factor analysis is "to recognize modest number of themes, measurements, parts or factors underlying a relatively large set of variables " (Meyers et al., 2006, p. 465). As a single item expresses a part of a construct, a combination of items is expected to elucidate the entire construct.

Likewise, factor analysis helps in data reduction by holding just the quality items (loadings with high values) that clarify the construct. As factor analysis manages interrelated items, it makes it very certain that which items link together to make one latent factor; and what number of latent factors make up a latent construct/variable. Henceforth, factor analysis allows only the most sensible and feasible items to reflect the construct, along these lines, show great construct validity.

3.10.1 Potential Statistical Approach

For any analyst to pick a statistical apparatus for testing something, he/she ought to think about the setting of the investigation and the description of the model or approach to be confirmed. At the end of the day, it is imperative to pick the strategy which suits research objectives. Since a likert scale is being utilized in the survey, and the key domain of this study is to determine the strength of the affiliation and how much statistically significant connections exist between the research model variables, a Chi² test and Pearson coefficient test could be utilized to test the theories (Lipu, Williamson, & Lloyd-Zantiotis, 2007). For a comprehensive research understanding, investigating a direct correlation between two constructs is not sufficient; therefore, it is also recommended that all the relations and the accumulative effects of the model constructs may also be investigated.

Hence, the model that is being developed for this study is grounded on the concept of the accumulated effects of the factors which may impact one's intentions to use the system, to obtain an understanding of the psychological and tangible benefits. This implies the conceptual model has distinctive direct and indirect paths prompting the realization of advantages, and the importance of each path should be estimated. Path analysis is employed to portray the coordinated dependencies among a set of variables. Thus, the most proper statistical technique to be utilized is the structural equation modeling (SEM) technique.

3.10.2 Structural Equation Modelling (SEM)

SEM is a statistical tool used with a mixture of statistical data and theoretical causal hypotheses to evaluate and determine causal links (Ringle et al., 2014). It is utilized to test 'complex' connections between observed (measures) and unobserved (latent) variables, and furthermore connections between at least two latent factors. It is an incredible multivariate technique permitting the assessment of a series of concurrent hypothesis about the effect of latent and manifest variables on different factors, and can incorporate various dependent variable while considering measurement errors (Hair, Black, Balin, & Anderson, 2010). The multivariate statistical instruments incorporate path analysis, various regression, factor analysis, principle component analysis. SEM is utilized to gauge the path significance for confirmatory and explanatory modeling, however is said to work best in a confirmatory mode (Hair, Sarstedt, Ringle, & Mena, 2012; Kwong-Kay Wong, 2013).

3.10.3 SEM Approaches: CB vs. PLS

To perform confirmatory or explanatory analysis, SEM consist of two statistical methods: Covariance-Based (CB-SEM), and variance-based Partial Least Squares (PLS) regression (Sarstedt et al., 2016). CB-SEM works with latent variables (LV), where a model's parameters are resolved to imitate an empirically observed covariance framework. PLS, then again, works with a block of variables assessing the latent variables as a specific linear blend of its indicators emulating a chain of linear regressions utilizing

a single regression for reflective LV and multiple regression for formative LV (Henseler & Chin, 2010)

Regardless of the qualification of the methodological and statistical perspective among PLS and CB-SEM, PLS can even now be considered as a good intermediary for CB-SEM (Sarstedt et al., 2016). Basically, CB-SEM and PLS can be utilized alternatively and would create moderately close results given that great measures and data are utilized and that the CB-SEM assumptions (which are identified with the minimum required sample size, normality and distribution, maximum model complexity, and constructs' estimation items' properties, for example, their number and being reflective) are controlled for and are altogether met. At that point the "distinctions in results are essentially a matter of estimation model quality" (Hair, Sarstedt, Ringle, & Mena, 2012).

3.11 Managing the Issue of Validity Threats

Every research has some kind of potential risks to its validity. The potential risk to validity features the presence of missing data and outliers in the research process. The methods opted in each research to deal with and what kind of care been taken to treat these issues, also influence its validity. To make sure the rigor, trustworthiness and validity of any particular research, there is a need to address these issues properly. The first care should be made that how research is designed, then extra care should be shown in data collection phase and finally how data is treated as all these measures are very crucial for ensuring research validity. This section of the study tries to address the issues of the potential risks of validity and discusses each of them individually.

3.11.1 Missing Values

It is considered a normal phenomenon in the research that occurrence of missing data is unavoidable, which was found to happen normally in study-based research (Karanja et al., 2013). Missing data refers to those values that have not been gathered or revealed by the respondent for some reason in a specific research or study. Other than wrongly missing a few questions, there are a few different reasons behind the event of

missing values in the survey-based research which are precisely mentioned below (Karanja, 2013):

- i. the respondents' reluctance to respond to a few inquiries (e.g., level of income, or ethnic origin),
- ii. failure to react to specific inquiries due to its irrelevance (e.g., period of marriage for unmarried respondents),
- iii. inability to complete a few areas because of time constraints,
- iv. absence of learning or enthusiasm regarding the matter,
- v. beginning and neglecting to complete the poll,
- vi. flawed or breaking down data gathering equipment,
- vii. inaccurate data entry methods

For instance, we should think about that reducing the sample size which may leads to an increased variation and low confidence. Assuming that the occasions where NA were responded are very few, there is a need to substitute the missing qualities by shuffling them with the mean qualities for every indicator (Greenland et al., 2016). There is a common belief that such methodology is sensible in light of the fact that:

- i. the missing qualities are moderately little and replacing them with the mean qualities will unlikely cause bias to the results
- ii. there are different cases proposing that PLS is vigorous against missing values.

3.11.2 Outliers

Outliers are normally such values which reflect an out of pattern trend during data analysis and could be in the form of either an extremely large numbers or extremely small values as compared to the other data in the set. Such outliers need to be fixed as they normally affect analysis quite negatively while the positive side of such outliers could be that they may provide good clues about collected data (Aguinis, Gottfredson, & Joo, 2013). The outliers of each variable can be found by executing different tests commonly used in research like z-score method, standard deviation (SD) method, and Tukey's method also known as boxplot. Apart from Tukey's method which is used for skewed data, all other tests are suitable when data is normally distributed data (Kutner,

Nachtsheim, Neter, & Li, 2004). For this research boxplot method was used as data was normal and only few values were out of pattern which is considered a normal phenomenon in likert scale research therefore, rather than deleting them they were maintained in the data.

This has been justified for the following reasons:

1. Sample is generally a little sample containing just couple of hundreds, and if the sample size was significantly enormous, the outliers may not show up.
2. No outliers were discovered when complete data was considered.
3. PLS has been accounted for by a few specialists, as expressed prior, to be vigorous against outliers.

As Organizational Learning Orientation is used as a mediating variable therefore, Smart PLS will be used which is recommended as good software when model is complex and data is not large enough. Therefore, in the following section importance of using Smart Partial Least Square software will be discussed and what different steps are followed to run PLS for co-variance Structural Modelling Technique.

3.12 Justification for PLS

A traditional approach about Smart PLS is that it works best in exploratory and early-stage research and it cannot be used to test the model or hypothesis, which are not well supported by other scholars (e.g., Barclay et al., 1995; Benitez, et al., 2019; Henseler et al., 2014).

Basically, PLS-SEM can be seen as a suitable substitute to CB-SEM when a problem contains the following essential features:

- PLS path modelling works best when research is at early stages and new model needs to be explored and validated (Henseler, 2009; Mahmood, Bagchi, & Ford, 2004).
- In the case that CB-SEM is significantly difficult or not consistent, PLS can work well with better reliability, even if the model is quite complicated and multidimensional, which also comprises of a variety of latent variables and indicator variables (Hair et al., 2012; Henseler, 2009).

- It is a comprehensive instrument that offers acceptable results regardless of whether the sample size is moderately small (Hair et al., 2012; Henseler & Chin, 2010).
- Being resilient, it manages to measure mistakes very well and provides reliable and consistent outcomes amid the presence of outliers or missing values.

As this research model is quite complex with multidimensional constructs, possibly sample size could be small and measurement instruments are not rigorously used in the past and most importantly the proposed conceptual model has reflective constructs, therefore, choosing PLS path modelling for this research would be more appropriate decision as it is flexible, suitable and a better alternative (Henseler & Chin, 2010; Sarstedt et al., 2016).

- **The Salient Features of Reflective Model**

To better understand data analysis section, it is important to know different concepts and terminology used in PLS-path modelling, therefore, a concise introduction will be discussed about PLS-path modelling. It will help to understand how different analysis been conducted and why? PLS path modelling statistical analysis is normally carried out at two different stages which are called outer and inner model. The exterior model also called measurement model while internal model is called structural model. The measurement model represents the association between every ‘unobserved’ construct or latent variable (LV) circled in blue colour, which may be predicted, and those variables coloured in yellow squares called ‘observed measurement items’ also termed as ‘manifest variables’(MV). The factor analysis is done at the level of the outer model and the item loading factor above 0.60 is considered high, while the item loading factor less than 0.40 is usually presumed to be a bit low (Gefen & Straub, 2005).

Chapter 4

Data Analysis and Results

In this Chapter a detailed analysis is made on the basis of the data collected for this research. The data analysed as per the research design and methodology proposed in the previous chapter 3 has provided a good direction to discuss the relationship and the direction of the variables and their impact on each other that helped to find whether results provide any evidence in support of research hypothesis or not.

4.1 Preliminary Analysis

4.1.1 Common Method Variance Analysis

To collect the data for research, personally administered method was followed in which each respondent has to fill questionnaire and this could lead to the possible common method bias. First, to alleviate concerns about common method bias, the confidentiality of respondents was ensured and evaluation concerns were minimized. Secondly, the Harman's one-factor test (Podsakoff & Organ, 1986) was also performed on eighteen first order latent variables in the research to exclude any chance for common method variance. The common method factor accounted for 19.15 % variance which is fairly less the 50% threshold discrepancy (see Table 4.1). Thirdly, Kock (2015) suggested that Common Method Variance (CMV) can be detected through inner VIF values and any value below 3.3 means no CMV exists while any value above 3.3 threshold can be interpreted as minor to major CMV, depends on the value. The VIF values for this study remain well below the cut off value. This shows that the common method bias does not depict the part of a serious problem with respect to gathered data.

Table 4.1: Common Method Variance

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.619	19.151	19.151	17.619	19.151	19.151
2	6.893	7.493	26.644			
3	5.644	6.135	32.779			
4	5.445	5.919	38.697			
5	4.614	5.015	43.713			
6	3.627	3.942	47.655			
..			
....			
....			
65	-5.713	-6.209	100.000			
67	-8.269	-8.988	100.000			

Extraction Method: Principal Component Analysis.

4.1.2 Demographic Data

The demographic data of the respondents and the sector is of quite importance to understand the nature of respondents, their background like age, gender, education etc. to understand quality of response and variations of respondents. One of the interesting factors of respondents is the age and education background. Interestingly, most of the respondents were quite young, dynamic and well-educated managers. As the Table 4.2 figures show that 70-89 per cent managers mostly fall in the bracket of 25-35 years and the same age people have very good education background.

Similarly, the descriptive data also shows that there is a good ratio of the female employees in the Third Sector Organizations and therefore, a good 26% female respondents strength been reflected in the research which also shows that a great

input/opinion from female members also available in this research which is also a positive signal in generalizing the results.

Another interesting feature of the respondents was that number of master degree holders was far greater than respondents holding degree of graduation. As most of the employees have done master in relevant fields so they are well aware of the issues and future challenges of the Pakistani third sector industry in general and particularly about own organizations. Therefore, most of the responses were on the basis of quality information and respondents did not show any problem and difficulty in answering survey questionnaire.

Table No. 4.2: Respondents Age

		Respondent Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
	20-25	31	9.5	9.5	9.5
	25-30	106	32.5	32.5	42.0
	30-35	107	32.8	32.8	74.8
Valid	35-40	52	16.0	16.0	90.8
	40-45	23	7.1	7.1	97.9
	45-50	7	2.1	2.1	100.0
	Total	326	100.0	100.0	

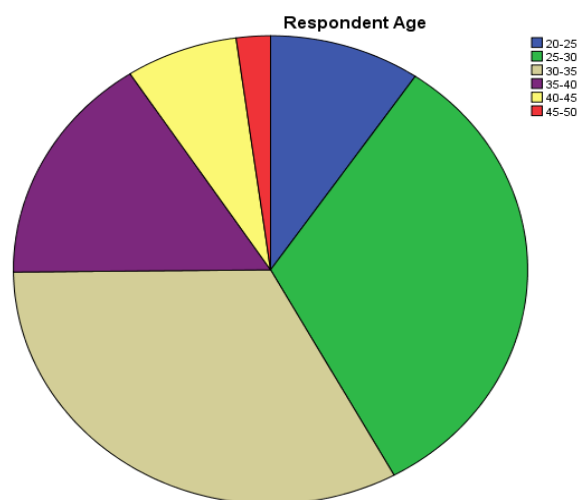
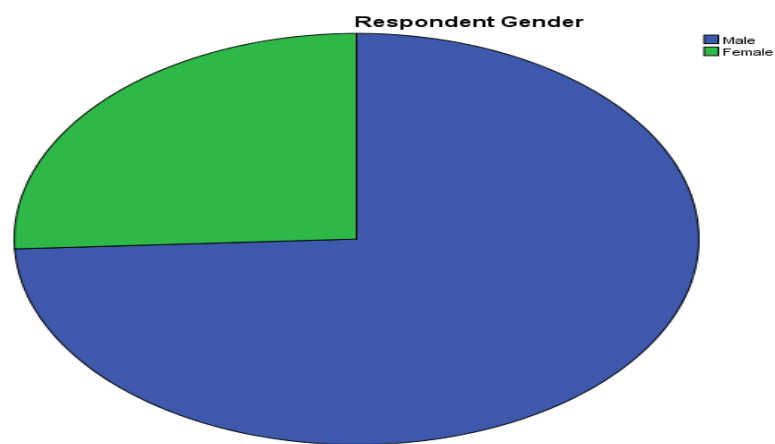


Figure 4.1 Respondent Age

Table No. 4.3: Gender Ratio

		Respondent Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	242	74.2	74.2	74.2
	Female	84	25.8	25.8	100.0
	Total	326	100.0	100.0	

**Figure 4.2 Respondent Gender Ratio****Table No. 4.4: Education**

		Respondent Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduation	55	16.9	16.9	16.9
	Master	263	80.7	80.7	97.5
	PhD	8	2.5	2.5	100.0
	Total	326	100.0	100.0	

4.1.3 Descriptive Analysis

The descriptive analysis for this study shows that the means of variables ranges from 3.73 to 4.23 whereas standard deviations lies from 0.54 to 0.90 while skewness and kurtosis values are greater than +1 or lower than -1 and -2 to +2 respectively (Hair et al., 2017) while the correlations among the variables are also quite less than threshold value 0.90 therefore, there is no issue of multicollinearity (Tabachnick et al., 2001). The Q-Q plot for main variables show that most of the observations lay on centre line while the histogram figures show that data is skewed at right side or at the centre.

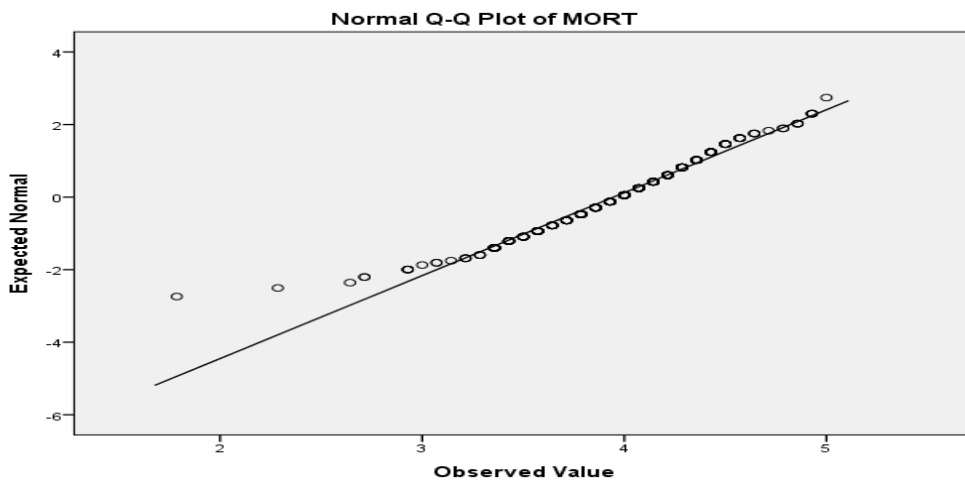


Figure 4.3 MORT Normality Q-Q Plot

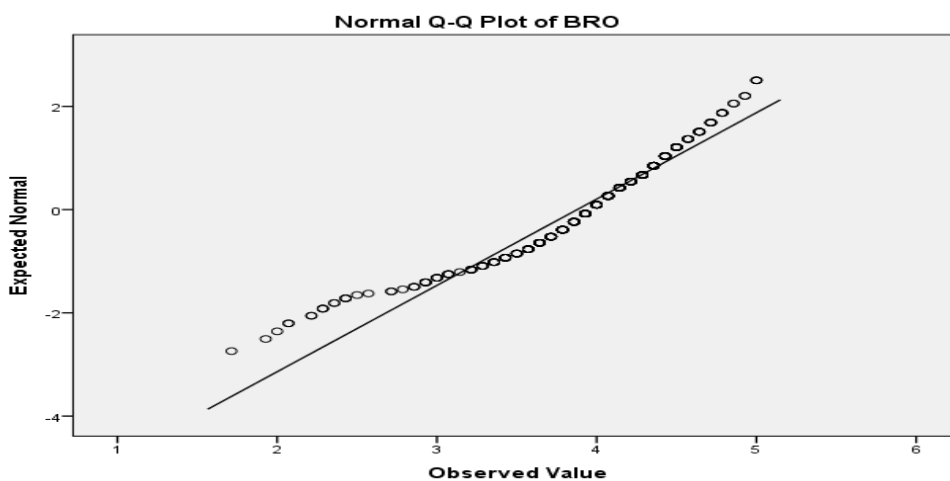


Figure 4.4 BRO Normality Q-Q Plot

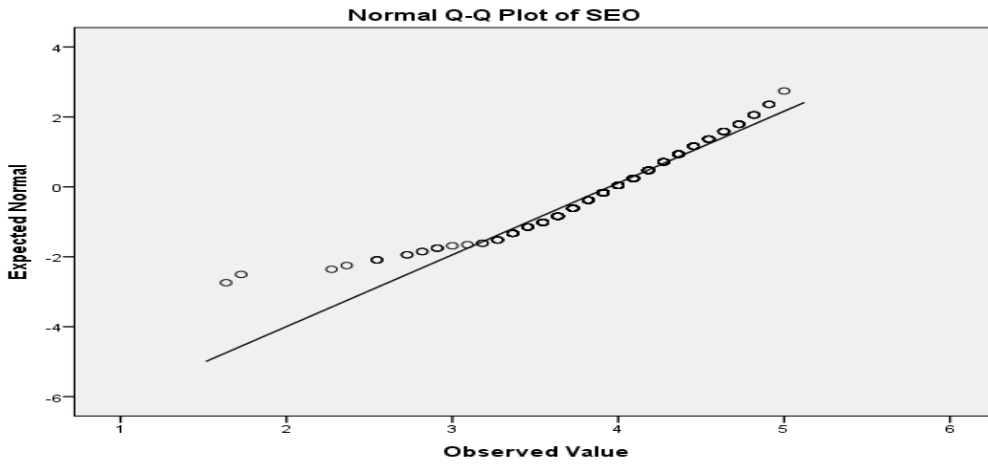


Figure 4.5 SEO Normality Q-Q Plot

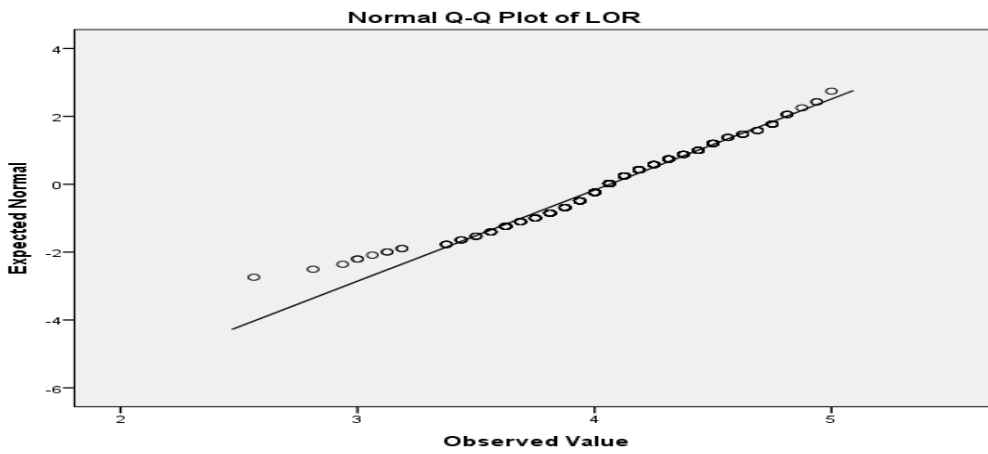


Figure 4.6 LOR Normality Q-Q Plot

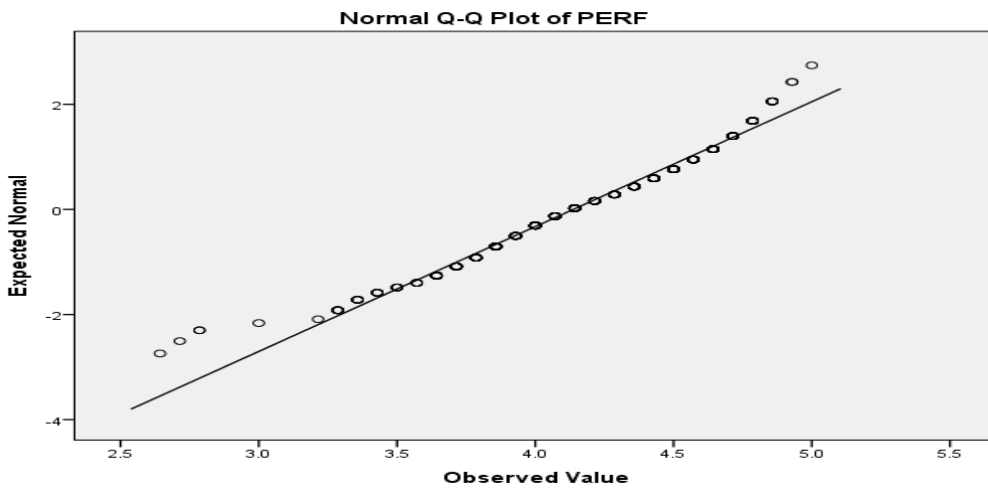


Figure 4.7 Perf Normality Q-Q Plot

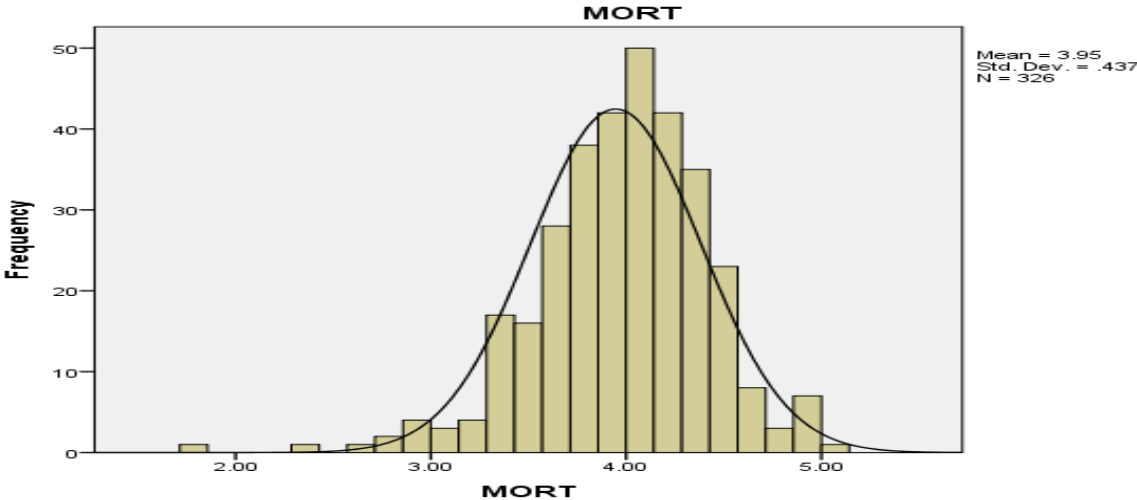


Figure 4.8 MORT Histogram with Curve

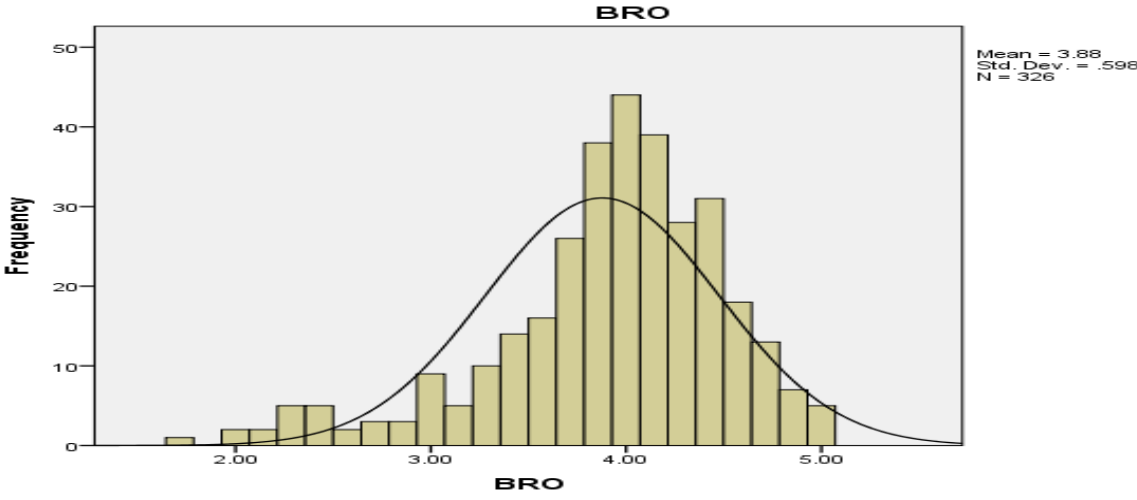


Figure 4.9 BRO Histogram with Curve

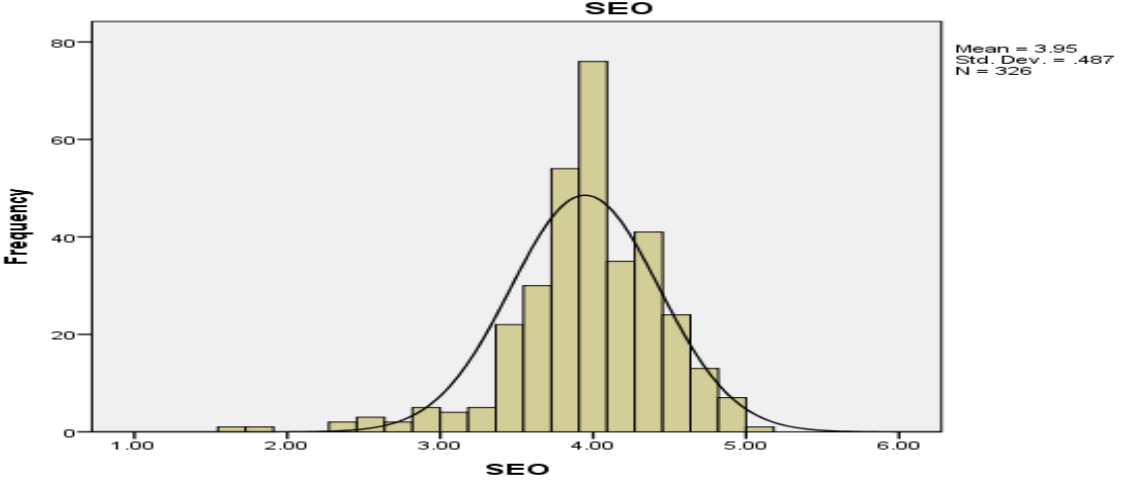


Figure 4.10 SEO Histogram with Curve

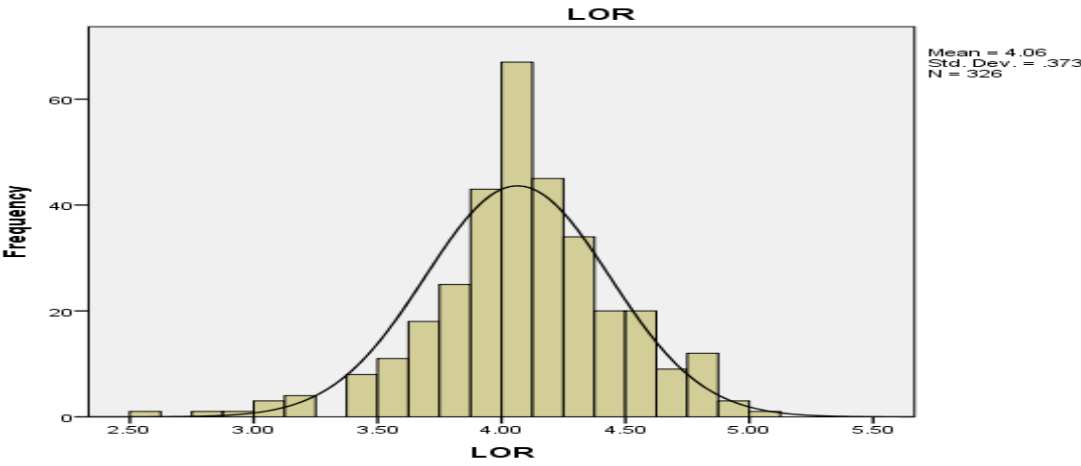


Figure 4.11 LOR Histogram with Curve

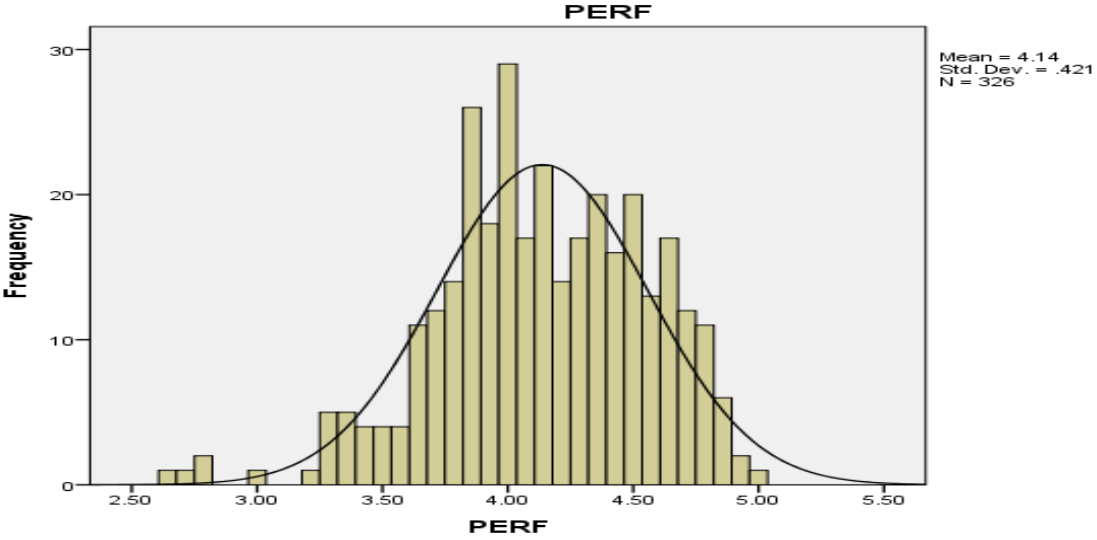


Figure 4.12 Perf Histogram with Curve

Table No. 4.5: Indicators Descriptive Analysis

Variables	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
MODO1	0	4.034	4	1	5	0.811	0.807	-0.858
MODO2	0	4.086	4	2	5	0.742	0.267	-0.591
MODO3	0	4.061	4	2	5	0.785	0.62	-0.797
MODO4	0	3.994	4	2	5	0.735	0.5	-0.596
MOIC1	0	3.736	4	1	5	0.929	-0.267	-0.674
MOIC2	0	3.979	4	1	5	0.845	0.505	-0.817
MOIC3	0	3.666	4	1	5	0.998	-0.403	-0.668
MOPO1	0	3.758	4	1	5	0.843	0.165	-0.687
MOPO2	0	3.847	4	1	5	0.811	0.837	-0.822
MOPO3	0	3.828	4	1	5	0.78	0.824	-0.819
MOPO4	0	3.899	4	1	5	0.746	1.544	-0.989
MOBFO1	0	4.16	4	2	5	0.73	0.639	-0.732
MOBFO2	0	4.101	4	2	5	0.695	1.375	-0.799
MOBFO3	0	4.104	4	2	5	0.78	0.611	-0.808
BRORC1	0	3.752	4	1	5	0.812	0.321	-0.69
BRORC2	0	3.813	4	2	5	0.817	-0.105	-0.49
BRORC3	0	3.767	4	1	5	0.822	0.479	-0.709
BRORC4	0	3.834	4	2	5	0.856	-0.079	-0.617
BRORC5	0	3.853	4	1	5	0.863	0.327	-0.717
BRINT1	0	3.975	4	1	5	0.879	0.565	-0.878
BRINT2	0	3.923	4	1	5	0.898	0.081	-0.69
BRINT3	0	3.847	4	1	5	0.784	0.586	-0.682
BRINT4	0	3.917	4	2	5	0.741	0.802	-0.732
BRINT5	0	3.939	4	1	5	0.884	0.92	-0.95
BRAFF1	0	3.929	4	2	5	0.864	-0.214	-0.58
BRAFF2	0	3.902	4	1	5	0.86	0.325	-0.625
SEINN1	0	4.043	4	1	5	0.786	1.457	-0.952
SEINN2	0	4.021	4	1	5	0.834	1.07	-0.9
SEINN3	0	4.0	4	1	5	0.709	1.797	-0.881
SEINN4	0	3.908	4	1	5	0.774	1.481	-0.956
SEPRO1	0	3.755	4	1	5	0.873	0.839	-0.947
SEPRO2	0	3.748	4	1	5	0.909	0.557	-0.835
SERISK1	0	3.868	4	1	5	0.936	0.809	-0.953
SERISK2	0	3.951	4	1	5	0.885	0.39	-0.811
SERISK3	0	4.018	4	1	5	0.836	1.026	-0.889
SEREC1	0	4.031	4	1	5	0.79	1.218	-0.878
SEREC2	0	4.067	4	1	5	0.855	1.15	-0.957
OLMC1	0	4.138	4	2	5	0.629	0.694	-0.412
OLMC2	0	4.123	4	2	5	0.604	1.409	-0.481
OLMC3	0	3.948	4	2	5	0.56	1.889	-0.545
OLMC4	0	4.135	4	2	5	0.632	0.646	-0.409

Variables	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
OLMC5	0	4.129	4	2	5	0.544	0.71	-0.039
OLSP1	0	3.972	4	1	5	0.757	1.677	-0.935
OLSP2	0	3.997	4	1	5	0.812	1.334	-0.927
OLSP3	0	4.043	4	1	5	0.708	1.558	-0.791
OLOPEX1	0	4.043	4	1	5	0.843	0.799	-0.886
OLOPEX2	0	3.936	4	1	5	0.85	0.544	-0.779
OLOPEX3	0	4.101	4	1	5	0.746	1.46	-0.833
OLOPEX4	0	4.074	4	1	5	0.748	0.819	-0.696
OLKTR1	0	4.086	4	2	5	0.682	0.77	-0.576
OLKTR2	0	4.009	4	1	5	0.745	1.268	-0.82
OLKTR3	0	4.206	4	2	5	0.681	1.594	-0.869
OLKTR4	0	4.092	4	2	5	0.615	0.545	-0.295
PerfNEC1	0	4.184	4	1	5	0.707	1.568	-0.855
PerfNEC2	0	4.055	4	2	5	0.629	0.851	-0.414
PerfNEC3	0	4.166	4	2	5	0.634	0.951	-0.515
PerfNEC4	0	4.221	4	2	5	0.637	0.007	-0.371
PerfNEC5	0	4.239	4	2	5	0.708	0.581	-0.745
PerfNEC6	0	4.181	4	2	5	0.756	0.985	-0.914
PerfNEC7	0	4.19	4	1	5	0.768	1.568	-0.993
PerfNEC8	0	4.138	4	2	5	0.694	0.316	-0.525
PerfEC1	0	4.037	4	2	5	0.775	0.229	-0.621
PerfEC2	0	4.074	4	1	5	0.744	1.024	-0.749
PerfEC3	0	4.043	4	2	5	0.754	0.141	-0.545
PerfSEF1	0	4.107	4	1	5	0.824	1.152	-0.93
PerfSEF2	0	4.123	4	2	5	0.741	0.997	-0.836
PerfSEF3	0	4.166	4	1	5	0.762	1.36	-0.959

Table No. 4.6: Variables Descriptive Analysis

Descriptive Statistics										
	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MORT	326	1.79	5.00	3.9465	.43741	.191	-.707	.135	2.133	.269
BRO	326	1.71	5.00	3.8773	.59772	.357	-1.024	.135	1.339	.269
SEO	326	1.64	5.00	3.9465	.48690	.237	-1.080	.135	2.910	.269
LOR	326	2.56	5.00	4.0644	.37262	.139	-.431	.135	1.246	.269
PERF	326	2.64	5.00	4.1374	.42094	.177	-.485	.135	.416	.269
Valid N	326									

Table No. 4.7: Correlation Analysis

	MORT	BRO	SEO	LOR	PERF
MORT	1				
BRO	.357**	1			
SEO	.220**	.304**	1		
LOR	.309**	.335**	.353**	1	
PERF	.244**	.259**	.224**	.341**	1

4.2 Measurement Model Analysis

During the initial stages of a research project involving the use of SEM, an important first step is to design a diagram which shows the research hypotheses and the associations of variables to be examined. This diagram is often called a path model (see Figure 4.13). Path models involve diagrams that represent theories and variable relations visually, which are analysed during the application of structural equation modeling. When designing path structures, four basic elements must be understood: (1) constructs, (2) measured variables, (3) relationships, and (4) error terms. Constructs are latent variables that are sometimes called unobserved variables and are not directly measured. They are portrayed as circles or ovals in path models. Measured variables are measured observations (rough data), usually called indicators or manifest variables, and are shown as rectangles in path models. Relationships represent hypotheses in path models and are shown as arrows that are single-headed, indicating a predictive/causal relationship. Error terms constitute an unexplained variance when path models are measured and present with reflectively measured and endogenous structures. There are no error terms in exogenous structures and formative indicators.

After defining the inner and outer models, the next step is the PLS-SEM algorithm (see Henseler & Chin, 2010) and on the basis of the results, the consistency and validity of the construct measures in the outer models are assessed.

In this research model the particular type of measurement scale employed for structural equation modeling is Reflective-Reflective, therefore, both measurement and structural evaluation will be carried out. The empirical analysis method should be done in the first stage of the measurement model (see Figure 4.14). The measurement model also called an outer model is designed to highlight the empirical measurement of the relationship not only between the indicators and each construct (Measurement Model) but also between the constructs (structural model). The empirical association will assist scholars to understand how the theory fits the sample data.

In the following section measurement model will be discussed in detail. So, after analysing how measurement models can be developed and defined, an evaluation of the measurement model is discussed in this section. Being a reflective measurement model,

the indicators could be highly correlated and interchangeable in which case researchers like (Hair, et al., 2017; Asyraf & Afthanorhan, 2014) suggested reliability and validity should be thoroughly examined in PLS-SEM through following procedures:

- i. individual indicator reliability;
- ii. convergent validity of the measures associated with individual constructs
- iii. discriminant validity.

Reflective measurement model evaluations typically involve composite reliability for the assessment of internal consistency, reliability of individual indicators and average variance extracted (AVE) to determine convergent validity. However, Fornell-Larcker criteria and cross-loadings are typically considered to measure discriminant validity (Hair, et al, 2014). In the following sections, each criterion used to assess the reflective measurement models is explained.

Table No. 4.8: Measurement Model for reflective vs. Formative Model

Evaluation of the Measurement Model	
a. Reflective Measurement Model	b. Formative Measurement Model
<ul style="list-style-type: none"> • Internal Consistency (Cronbach's Alpha, Composite Reliability) • Convergent validity (Indicator reliability, average variance extracted) • Discriminant Validity 	<ul style="list-style-type: none"> • Convergent Validity • Collinearity between Indicators • Significance and relevance of outer weights

Source: (Hair, Hult, Ringle & Sarstedt, 2017)

4.2.1 Individual Indicator Reliability

Individual indicators are directly measured observations, which generally referred to as items or manifest variables represented in path models as rectangles. These are

responses in a survey questions used in measurement models to estimate the latent variables.

Indicator reliability actually measures that how much variation of indicator explains the change in the latent variable as a strong association of the indicators exists with constructs. This correlation also called factor loading. When loadings of construct is higher it shows that the associated indicators have much in common which are captured by the construct (Hair, Hult, Ringle & Sarstedt, 2017). Normally, it is assumed that a latent variable should at least explain 50 per cent variance of each indicator. The outer loadings of all the items should be statistically significant and as a rule of thumb suggested by different researchers that the threshold value should be 0.708 or greater than this (Chin, 2010; Hulland, 1999) but in case the research is exploratory or scale is new, the 0.4 or higher value can also be considered (Hulland, 1999). Similar arguments were also presented by Nunnally (1978) that indicators with low loadings between 0.4 and 0.7 should only be considered for removal from scale when their removal result in an increase in composite reliability or average variance extracted (AVE) more than the cut off value. In this research, LOMC2 and PerfNEC1 and PerfNEC2 factor loading was coming quite low causing overall construct AVE value at lower side. Therefore, as suggested by scholars like Hair that an item can be eliminated if it helps in increasing value of composite reliability of other items and ultimately increase AVE value. First PerfNEC1 was eliminated to find out the effect and results improved but were not significant therefore, PerfNEC1 was retained and PERFNEC2 was eliminated and same effect was observed. Therefore, as a last resort both items were deleted and after this, significant result were observed. However, there is still arguments for retaining weaker outer loadings as that they may have great contribution in content validity (Hair, et al., 2017). Barclay, Thompson & Higgins (1995) also supported retention of such weak items that sometimes scale is developed under a specific context while applied in different background and ultimately the loading cut off value could be lower.

4.2.2 Convergent Validity

Convergent validity is the sub type of construct validity. It is used to find out or measure the constructs which are relevant should be relevant or related to same constructs.

Hair, et al. (2014) explained convergent validity as a measure to validate a similar concept with two different instruments and still the results are extremely well connected. In other words, convergent validity is assessed to ensure that the indicators are supposed to measure each corresponding construct and not another construct (Hulland, 1999). However, when there is no relationship between constructs and the test do prove that no relationship or connection exists then this is called discriminant validity. To confirm the convergent validity of the measured construct, two types of tests are normally used in PLS-SEM (Fornell & Larcker, 1981):

- i. a composite reliability score and Cronbach's Alpha for the constructs; and
- ii. the Average Variance Extracted (AVE)

4.2.3 Composite Reliability

Traditionally, Cronbach's alpha has been broadly used to estimate convergent validity in which reliability is assessed on the basis of inter correlations of the observed indicator reliability (Kline, 2005). The support for the utilization of Cronbach's alpha has weakened because of the below mentioned limitations to evaluate the internal consistency reliability:

- (i) it assumes that every indicator is consistently reliable (Hair et al., 2014)
- (ii) it is low when the given figures have a multi-dimensional structure; and
- (iii) it is receptive to the quantity of indicators in the scale and in generally tries to undervalue the internal consistency reliability

Composite reliability which is characterized as proportion of explained variation over total difference Kline (2005) is by and large viewed as better than Cronbach's alpha since it utilizes the items loadings attained in the hypothetical model (Fornell & Larcker, 1981). Cronbach's alpha and composite reliability both ranges somewhere in the range of 0 and 1 and figure close to 1 means there is higher reliability. Various researchers proposed distinctive cut off values for acceptable reliability figures like Churchill (1979) recommended that a Cronbach's alpha estimation of 0.6 would be satisfactory, while Nunnally (1978) recommended 0.7 as a benchmark for modest composite reliability. In the event of exploratory research, composite reliability estimations of 0.6 to 0.7 is viewed as sensible while, 0.70 and 0.9 are highly acceptable. However, worth to mention that

values above 0.95 are not desirable in light of the fact that they demonstrate that the item factors are estimating a similar concept and are thus probably not going to be a substantial measure of the construct. (Hair et al., 2014a, Rossiter, 2002). To sum up, composite reliability values which are well below 0.6 delineate an absence of internal consistency reliability.

4.2.4 Average Variance Extracted (AVE)

To set up convergent validity at the construct level, recently a new measure has been introduced called the average variance extracted (AVE) (Hair, et al., 2017). AVE measures the amount of variance that a construct gets from its indicators in respect to the amount because of estimation errors (Fornell & Larcker, 1981). They suggested that the AVE ought to be higher than 0.5, which demonstrates that on average, the construct clarifies the greater part of the variance of its indicators. Then again, an AVE below 0.5 implies that on average, a greater number of mistakes stay in the indicators than the variance clarified by the construct (Hair, et al., 2017).

Convergent validity determines that items that are indicators of a construct should share a high extent of variance (Hair, et al., 2017). The convergent validity of the scale items was assessed by utilizing three criteria. The first criteria are that the factor loadings ought to be more than 0.50 as proposed by (Hair et al., 2014). Also, the composite reliability for each construct should surpass 0.70. In conclusion, the Average variance extracted (AVE) for each variable ought to be over the suggested cut-off 0.50 (Fornell, & Larcker, 1981). Only the AVE value of Reciprocal construct was coming below 0.50 (0.48) despite high indicator loadings and causing low AVE of main construct Social Entrepreneurial Orientation and therefore, it was eliminated.

Table No. 4.9: CONVERGENT VALIDITY

First Order Constructs	Second Order Constructs	Indicators	Factor Loading	CR > 0.70	AVE > 0.50	Convergent Validity
Donor Orientation (MODO)		MODO1	0.79	0.857	0.600	YES
		MODO2	0.83			
		MODO3	0.75			
		MODO4	0.73			
Inter departmental Coordination (MOIC)		MOIC1	0.81	0.838	0.633	YES
		MOIC2	0.83			
		MOIC3	0.75			
Peer Orientation (MOPO)		MOPO1	0.79	0.869	0.624	YES
		MOPO2	0.82			
		MOPO3	0.80			
		MOPO4	0.76			
Beneficiary Orientation (MOBFO)		MOBFO1	0.83	0.869	0.689	YES
		MOBFO2	0.86			
		MOBFO3	0.79			
Market Orientation (MORT)		Donor Orientation	0.76	0.857	0.63	YES
		Inter Departmental Coordination	0.63			
		Peer Orientation	0.66			
		Beneficiary Orientation	0.69			
Orchestration (BRORC)		BRO1	0.81	0.913	0.676	YES
		BRO2	0.83			
		BRO3	0.85			
		BRO4	0.83			
		BRO5	0.79			
Interaction (BRINT)		BRO6	0.75	0.885	0.602	YES
		BRO7	0.80			
		BRO8	0.73			
		BRO9	0.82			
		BRO10	0.79			
Affect (BRAFF)		BRO11	0.90	0.895	0.809	YES
		BRO12	0.90			
		Orchestration Interaction Affect	0.89 0.91 0.77			
Innovation (SEINN)		SEINN1	0.85	0.912	0.710	YES
		SEINN2	0.86			
		SEINN3	0.88			
		SEINN4	0.80			
Proactiveness (SEPRO)		SEPRO1	0.90	0.883	0.791	YES
		SEPRO2	0.87			
Risk (SERISK)		SERISK1	0.76	0.825	0.611	YES
		SERISK2	0.82			
		SERISK3	0.77			

First Order Constructs	Second Order Constructs	Indicators	Factor Loading	CR	AVE	Convergent Validity
	Social Entrepreneurship (SEO)	Innovation Proactiveness Risk	0.85 0.66 0.70	0.852	0.55	YES
Managerial Commitment (LOMC)		LOMC1 LOMC3 LOMC4 LOMC5	0.75 0.63 0.80 0.77	0.827	0.547	YES
System Perspective (LOSP)		LOSP1 LOSP2 LOSP3	0.79 0.85 0.80	0.852	0.658	YES
Openness and Experiment (LOOPEX)		LOOPEX1 LOOPEX2 LOOPEX3 LOOPEX4	0.72 0.80 0.75 0.75	0.841	0.571	YES
Knowledge Transfer and Integration (LOKTR)		LOKTR1 LOKTR2 LOKTR3 LOKTR4	0.84 0.87 0.72 0.60	0.848	0.587	YES
	Organization Learning Orientation (LOR)	Managerial Commitment System Perspective Openness and Experiment Knowledge Transfer and Integration	0.54 0.76 0.81 0.73	0.859	0.514	YES
Non-Economic Performance (NEC)		PerfNEC3 PerfNEC4 PerfNEC5 PerfNEC6 PerfNEC7 PerfNEC8	0.65 0.79 0.75 0.81 0.79 0.72	0.887	0.567	YES
Economic Performance (EC)		PerfEC1 PerfEC2 PerfEC3	0.84 0.88 0.78	0.874	0.698	YES
Social Effectiveness (SEF)		PerfSEF1 PerfSEF2 PerfSEF3	0.86 0.87 0.87	0.902	0.754	YES
	Performance (Perf)	Non-Economic Performance Economic Performance Social Effectiveness	0.83 0.67 0.67	0.877	0.538	YES

4.2.5 Discriminant Validity

Discriminant validity relates to the degree of association between measuring items in one construct and measuring items in certain other unrelated construct (s), that are not theoretically directly correlated. Discriminant validity defines whether the parameter loadings are correctly established. The Fornell-Larcker-Criterion and cross loadings are two ways that check discriminant validity. The former is carried out at the construct level while the latter is done at the indicator level (measurement item) (Henseler, Ringle, & Sinkovics, 2009).

The table displays the AVE and cross factor loading derived for all latent variables. Almost all of the items have a higher loading on their respective constructs than the cross-loading on the other constructs in the model. For each latent factor, AVE outweighs the respective squared causal relationship between each latent variable and thus demonstrates discriminant validity (Fornell & Larcker, 1981).

Another way to empirically validate the discriminant validity is by using the Heterotrait-MonoTrait (HTMT) ratio. It can be assessed in two ways i) by comparing it to a threshold value, and ii) by constructing a confidence interval to examine whether HTMT is significantly smaller than a certain threshold value. In the first case, the threshold value suggested by different studies is 0.90 if the constructs are conceptually very similar and if concepts are conceptually distinct then the values should be below 0.85. However, for the second approach the previous research methodologies have suggested to examine whether HTMT is significantly smaller than 1. If the values reaches close to 1 then Hair et al., (2017) suggest that in case of lack of discriminant validity researcher should continue with weak discriminant validity and then rely on bootstrapping confidence interval. A confidence interval containing value 1 means lack of discriminant validity while if value fall outside 1 then it means the constructs are empirically distinct.

Table 4.10: Fornell-Larcker Discriminant Validity

	BRA FF	BR INT	BRO	BR ORC	EC	LO	LO KTR	LO MC	LO OPEX	LO SP	MO BFO	MO DO	MO IC	MO PO	MO RT	NEC	PERF	SEF	SE INN	SEO	SE PRO	SE RISK	
BRAFF	0.9																						
BRINT	0.656	0.779																					
BRO	0.77	0.907	0.715																				
BRORC	0.543	0.662	0.892	0.823																			
EC	0.161	0.183	0.211	0.198	0.835																		
LO	0.234	0.322	0.35	0.324	0.217	0.548																	
LOKTR	0.124	0.2	0.212	0.2	0.149	0.733	0.766																
LOMC	0.058	0.091	0.125	0.149	0.113	0.54	0.245	0.739															
LOOPEX	0.243	0.301	0.326	0.289	0.193	0.807	0.411	0.26	0.755														
LOSP	0.217	0.299	0.312	0.274	0.155	0.759	0.382	0.242	0.527	0.811													
MOBFO	0.235	0.408	0.396	0.339	-0.001	0.246	0.219	0.106	0.157	0.214	0.83												
MODO	0.095	0.224	0.214	0.194	0.044	0.221	0.224	0.168	0.068	0.193	0.347	0.775											
MOIC	0.049	0.166	0.122	0.076	-0.019	0.177	0.187	0.145	0.084	0.103	0.258	0.408	0.796										
MOPO	0.238	0.213	0.252	0.219	0.161	0.227	0.175	0.113	0.18	0.175	0.329	0.257	0.194	0.79									
MORT	0.228	0.367	0.36	0.306	0.075	0.318	0.292	0.193	0.177	0.254	0.695	0.762	0.625	0.663	0.549								
NEC	0.055	0.167	0.154	0.14	0.311	0.324	0.244	0.177	0.283	0.208	0.117	0.229	0.116	0.131	0.223	0.753							
PERF	0.141	0.239	0.241	0.217	0.671	0.361	0.244	0.199	0.325	0.25	0.155	0.191	0.119	0.232	0.259	0.834	0.601						
SEF	0.138	0.191	0.193	0.163	0.349	0.229	0.111	0.132	0.223	0.182	0.223	0.09	0.144	0.253	0.255	0.292	0.675	0.868					
SEINN	0.123	0.244	0.233	0.202	0.146	0.262	0.158	0.212	0.175	0.222	0.156	0.121	0.143	0.127	0.195	0.141	0.205	0.181	0.85				
SEO	0.197	0.276	0.279	0.236	0.167	0.337	0.214	0.231	0.251	0.276	0.164	0.166	0.127	0.185	0.235	0.162	0.234	0.204	0.845	0.638			
SEPRO	0.143	0.185	0.177	0.132	0.086	0.157	0.099	0.117	0.114	0.124	0.068	0.098	0.055	0.129	0.131	0.072	0.099	0.066	0.328	0.663	0.889		
SERISK	0.199	0.174	0.207	0.18	0.131	0.328	0.221	0.165	0.278	0.261	0.12	0.156	0.054	0.171	0.189	0.135	0.197	0.184	0.32	0.705	0.394	0.782	

Table No. 4.11: DISCRIMINANT VALIDITY (HTMT TEST)

	BRAFF	BRINT	BRO	BRORC	EC	LOKTR	LOMC	LOOPEX	LOR	LOSP	MOBFO	MODO	MOIC	MOPO	MORT	NEC	PERF	SEF	SEINN	SEO	SEPRO	SERISK	
BRAFF																							
BRINT	0.821																						
BRO	0.919	0.983																					
BRORC	0.659	0.764	0.994																				
EC	0.207	0.223	0.25	0.24																			
LOKTR	0.146	0.229	0.236	0.229	0.21																		
LOMC	0.113	0.134	0.163	0.177	0.154	0.322																	
LOOPEX	0.322	0.378	0.394	0.355	0.249	0.516	0.34																
LOR	0.287	0.371	0.389	0.366	0.276	0.901	0.799	0.981															
LOSP	0.285	0.376	0.376	0.335	0.203	0.46	0.308	0.707	0.91														
MOBFO	0.305	0.506	0.47	0.407	0.036	0.265	0.137	0.213	0.3	0.282													
MODO	0.128	0.275	0.253	0.231	0.107	0.294	0.211	0.11	0.291	0.254	0.442												
MOIC	0.153	0.202	0.191	0.157	0.097	0.257	0.2	0.179	0.269	0.15	0.345	0.536											
MOPO	0.302	0.257	0.291	0.257	0.208	0.218	0.154	0.239	0.282	0.227	0.415	0.326	0.236										
MORT	0.314	0.432	0.423	0.37	0.167	0.363	0.247	0.26	0.403	0.325	0.852	0.935	0.825	0.838									
NEC	0.069	0.201	0.181	0.171	0.37	0.322	0.22	0.356	0.395	0.266	0.176	0.282	0.162	0.159	0.279								
PERF	0.176	0.284	0.279	0.257	0.822	0.324	0.25	0.41	0.441	0.32	0.223	0.263	0.198	0.282	0.347	0.995							
SEF	0.173	0.226	0.22	0.189	0.434	0.139	0.166	0.281	0.273	0.23	0.276	0.135	0.174	0.307	0.316	0.344	0.797						
SEINN	0.151	0.288	0.262	0.228	0.175	0.195	0.252	0.22	0.314	0.275	0.19	0.143	0.188	0.152	0.233	0.163	0.239	0.212					
SEO	0.253	0.333	0.323	0.275	0.209	0.274	0.289	0.325	0.416	0.357	0.205	0.21	0.225	0.23	0.306	0.204	0.288	0.246	0.984				
SEPRO	0.19	0.234	0.214	0.16	0.114	0.132	0.153	0.152	0.202	0.167	0.089	0.122	0.129	0.165	0.181	0.109	0.137	0.083	0.405	0.862			
SERISK	0.275	0.229	0.26	0.229	0.177	0.302	0.233	0.384	0.43	0.365	0.163	0.226	0.187	0.231	0.289	0.187	0.266	0.242	0.412	0.972	0.556		

4.2.6 Construct Reliability and Composite Reliability

Reliability of Measures

The final step in investigating construct validity is to determine the reliability of the construct items. Reliability is the degree to which a set of indicators are internally consistent, the extent to which the instrument yields the same results on repeated trials. Reliability is necessary but not sufficient for validity of a measure, even measures with high reliability may not be valid in measuring the construct of importance (Hair et al., 2014). Reliable indicators should measure the same construct. A measure of internal consistency or composite reliability is a composite alpha value. This value is used to assess the reliability of the ten constructs. Construct reliability coefficients should all exceed the 0.70 lower limits (Hair et al., 1998; Rossiter, 2002). However, Nunnally (1978) suggests that values as low as 0.50 are acceptable for initial construct development. Additionally, Gefen and Straub (2005) state that acceptable values may be as low as 0.40 for broadly defined constructs. The composite reliability and Cronbach's alpha values for the studied constructs were computed by SmartPLS and ranged from 0.685 (almost 0.70) being the lowest to 0.926 being the highest as shown in the below table 4.12.

Table No. 4.12: Construct Convergent Validity

	Cronbach's Alpha > 0.70	Composite Reliability > 0.60	Average Variance Extracted (AVE)
BRAFF	0.764	0.895	0.809
BRINT	0.837	0.885	0.606
BRO	0.913	0.926	0.747
BRORC	0.881	0.913	0.678
EC	0.784	0.874	0.698
LOR	0.826	0.859	0.524
LOKTR	0.764	0.848	0.587
LOMC	0.726	0.827	0.547
LOOPEX	0.748	0.841	0.571
LOSP	0.74	0.852	0.658
MOBFO	0.774	0.869	0.689
MODO	0.778	0.857	0.6
MOIC	0.713	0.838	0.633
MOPO	0.799	0.869	0.624
MORT	0.82	0.857	0.631
NEC	0.846	0.887	0.567
PERF	0.837	0.871	0.538
SEF	0.837	0.902	0.754
SEINN	0.871	0.912	0.71
SEO	0.813	0.859	0.55
SEPRO	0.737	0.883	0.791
SERISK	0.682	0.825	0.611

From the table presented above, it is clearly stated that all the variables used in this research were reliable since it obtained the Composite Reliability and Cronbach's Alpha values more than 0.7. All values fall within the acceptable range to conclude good reliability. Therefore, results show that a good final measurement model has an acceptable indicator or variable reliability, a good convergent validity and discriminant validity which is well depicted in the figure below. After initial results loading, few constructs were showing weak result which were deleted (LOMC2, PERFNEC1, PERFNEC2 etc.) step by step unless results confirmed all indicators showing an acceptable range.

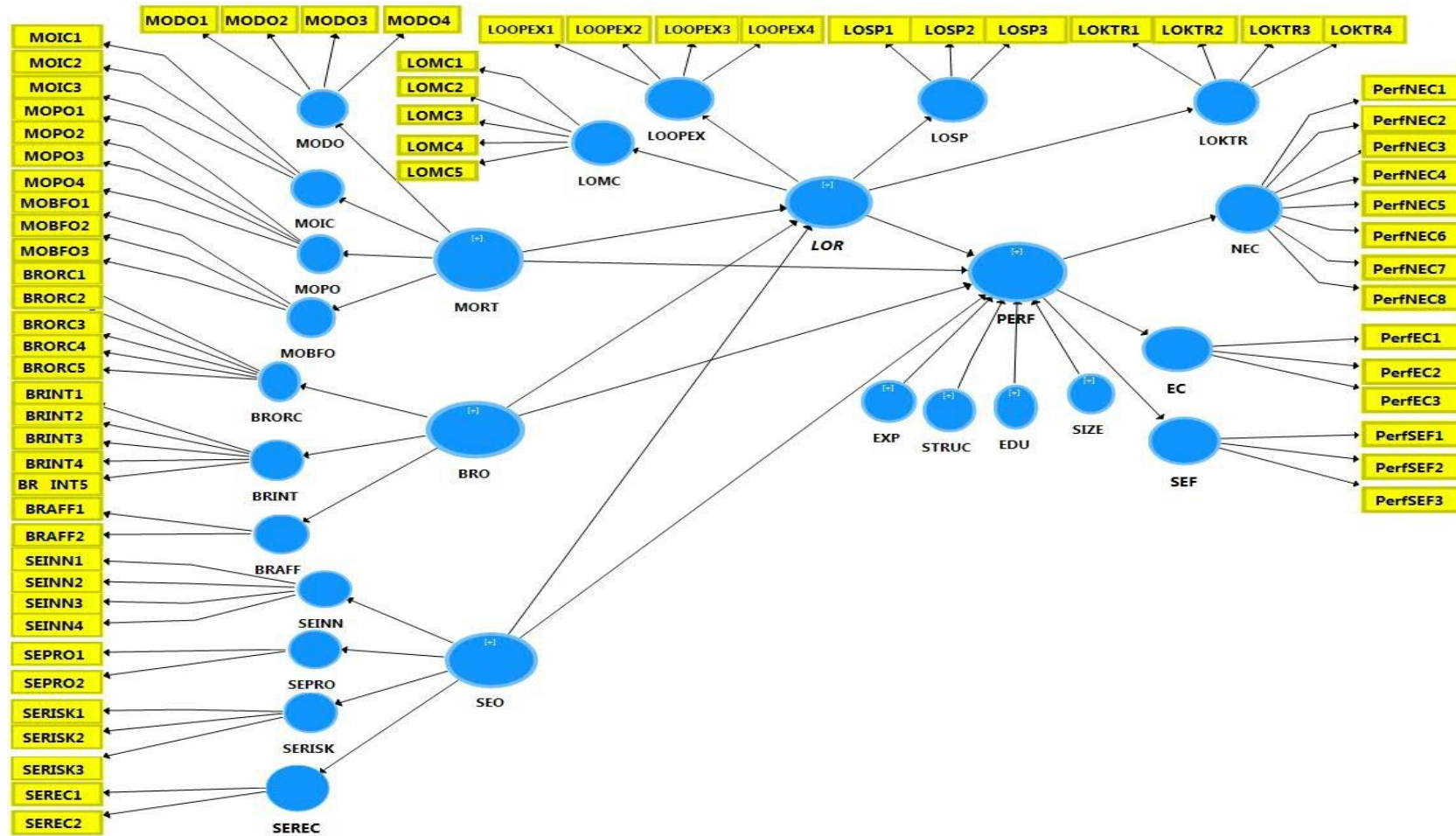


Figure 4.13 Path Direction

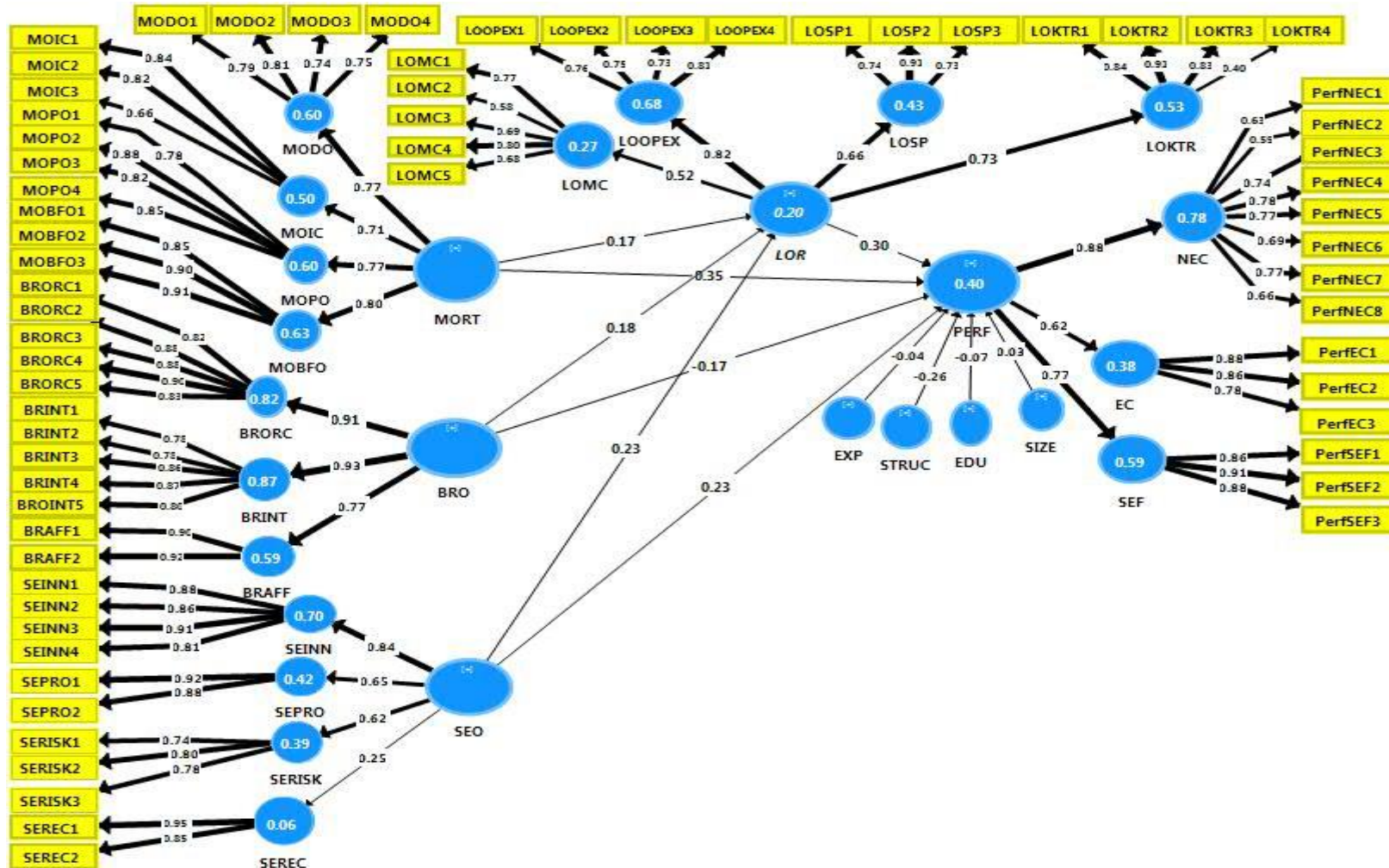


Figure 4.14 Initial Measurement Model

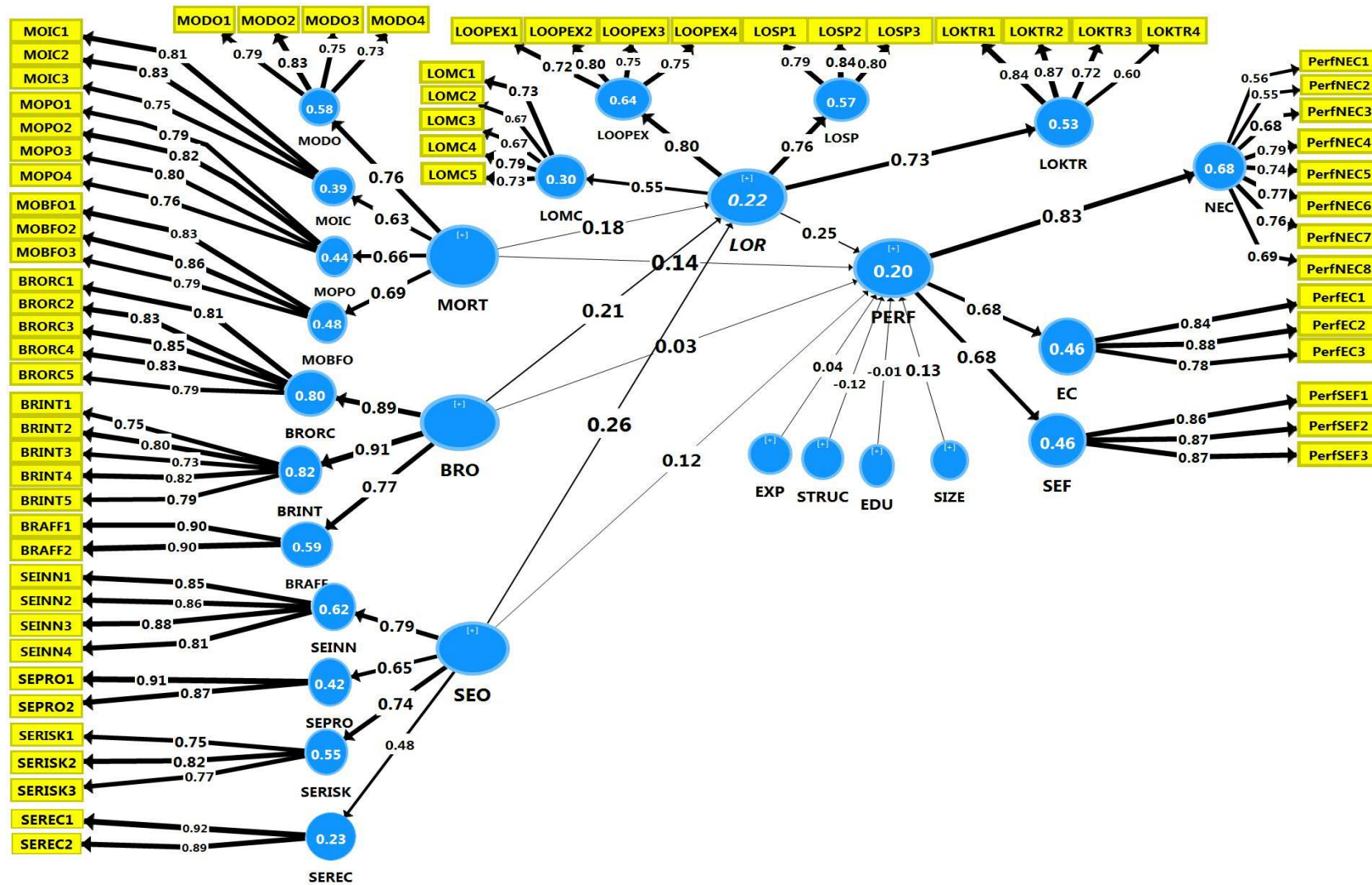


Figure 4.15 Complete Measurement Model

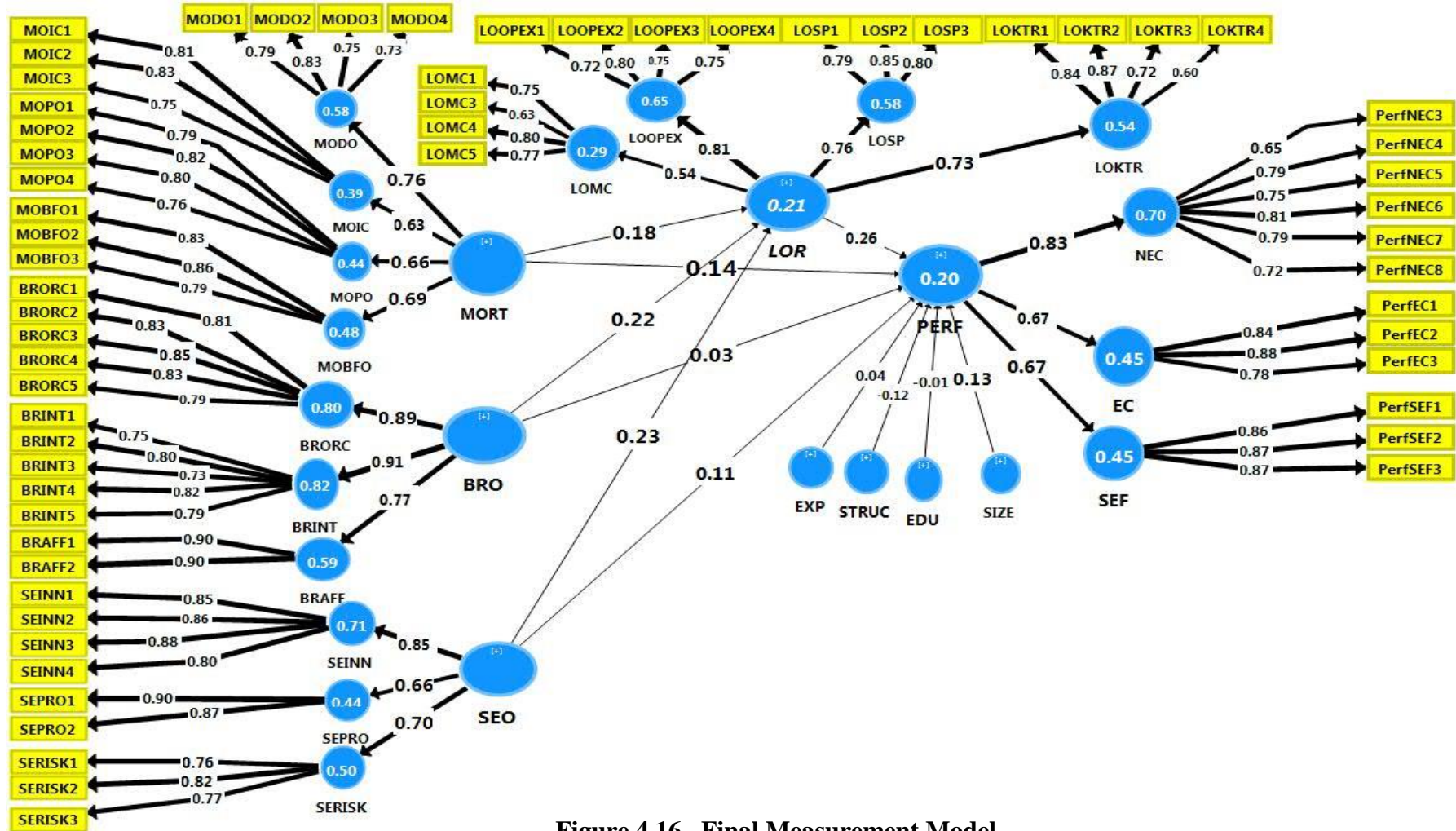


Figure 4.16 Final Measurement Model

4.3 Structure Model Analysis

Assessment of structural model gave bits of knowledge about the estimation of the reflective measurement models, while this portion proceeds with the examination and emphasis on the structural model that signifies the fundamental hypothesis or concept of the path model. The structural model was evaluated to decide how well the observational data strengthened the theory or concept, and thus choose whether the hypothesis or idea had been exactly upheld. Figure 4.15 demonstrates the systematic procedure used to evaluate the consequences of the structural model so as to look at its prescient abilities and the connections between the constructs (Hair et al., 2014).

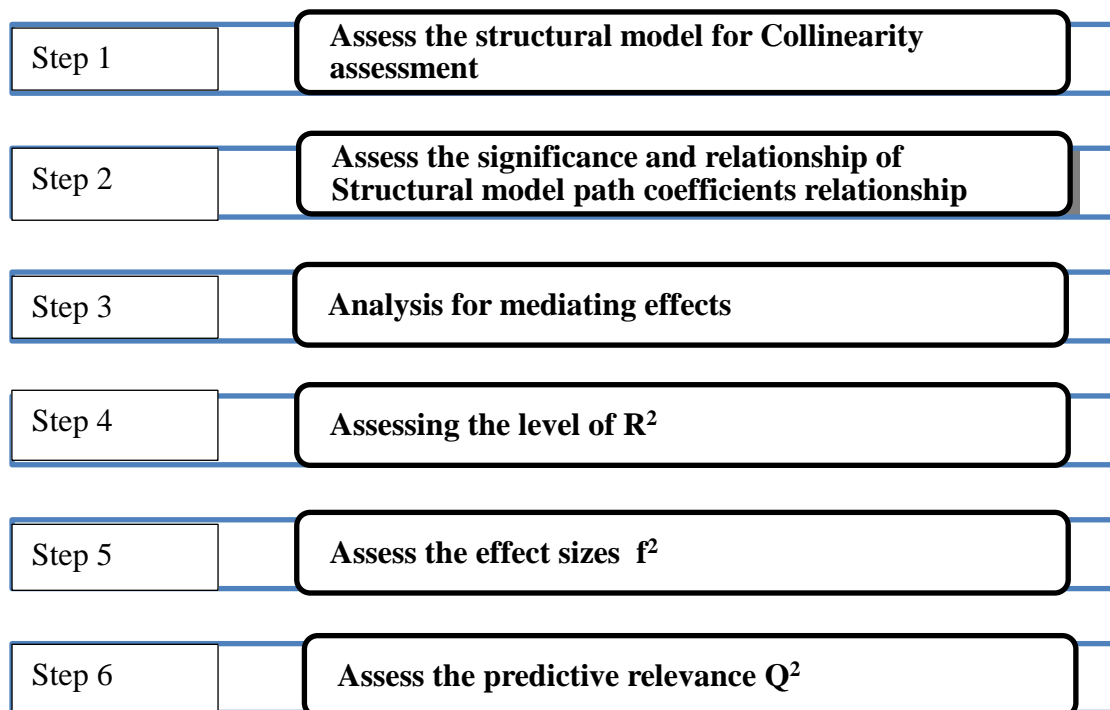


Figure 4.17 Structure Model Process

4.3.1 The Structural Assessment Process

In the structural assessment process bootstrap method is used. Bootstrapping is a nonparametric procedure that allows testing the statistical significance of various PLS-SEM results such as path coefficients, Cronbach's alpha, HTMT, and R² values

➤ **Step 1: Collinearity Assessment**

The structural model of collinearity should be analysed as in the structural model the estimated path coefficients focus on the OLS regressions of each endogenous latent parameter in its prior constructs (Hair, Hult, Ringle & Sarstedt, 2017). First of all, tolerance should be measured to determine collinearity, as it represents the sum of variation of one structure not correctly anticipated by the other constructs. Therefore, for each subpart of the structural model, each group of predictor constructs should be analysed independently.

In terms of checking for collinearity among predictor constructs, Neter et al., (1990) proposed a systematic test in order to determine the variance inflation factors (VIF) values of all predictor variables and their respective mean VIF values. The tolerance of each indicator construct should be greater than 0.2 and below than 5. If VIF values do not meet these criteria, then construct should be either eliminated, or combined with other constructs to address problems of collinearity (Hair et al., 2014).

Table No. 4.13: Collinearity Assessment

First Group MORT	Second Group BRO	Third Group SEO	Fourth Group LOR	Fifth Group PERF
Predictor Constructs VIF	Predictor Constructs VIF	Predictor Constructs VIF	Predictor Constructs VIF	Predictor Constructs VIF
MODO (1.307)	BRORC (1.842)	SEINN (1.170)	OLMC (1.080)	PERFNEC (1.166)
MOIC (1.210)	BRINT (2.285)	SEPRO (1.249)	OLOPEX (1.495)	PERFEC (1.208)
MOPO (1.149)	BRAFF (1.821)	SERISK (1.242)	OLSP (1.455)	PERFSEF (1.197)
MOBFO (1.235)			OLKTR (1.240)	

➤ **Step 2: Structural Model Path Coefficients**

Path coefficients demonstrate the intensity of the relation between the two variables (Wixom & Watson, 2001). In other terms, theoretical connections between various variables of the proposed model can be expressed in the coefficient path and the standard values of the different variables shift between -1 to + 1. This implies that if predicted path coefficients exceed + 1, then there is a strong positive correlation and if the value is near -1 then this represents a strong statistically significant negative association (Hair et al., 2014). The standard error achieved by the bootstrapping process decides whether or not a factor is significant and a bootstrap standard error causes the statistical t- value to be estimated. The t-value between the indicator and predicted constructs can be evaluated as below:

The coefficient may be acceptable only if the statistical t-value is greater than the critical value as a certain error probability (Hair et al., 2014). Researchers like (Churchill & Iacobucci, 2010; Hair, et al., 2010) have suggested specific critical values in numerous fields of research, like in case of two-tailed experiments, the critical values used are 1.65 (significant level = 10%), 1.96 (significant level = 5%), and 2.57 (significant level = 1%).

When exploratory research is performed, investigators sometimes decide on a significance level at 10%, while in marketing, researchers usually presume a 5% significance level (Hair, et al., 2017). A statistical validation of the structural model was used to evaluate the hypothesis of this research and to determine the sign, size and statistically significant path coefficients between parameters in the structural model.

Table No. 4.14: Results of Hypothesis Testing

Relation (Hypothesis)	Path Coefficient	T-Values ➤ 1.96	P-Values < 0.05	Conclusion
H1: MORT → PERF	0.14	2.50	0.022	YES
H2: BRO → PERF	0.028	0.437	0.662	NO
H3: SEO → PERF	0.111	1.77	0.084	NO
H4: MORT → LOR	0.184	3.05	0.003	YES
H5: BRO → LOR	0.219	4.29	0.000	YES
H6: SEO → LOR	0.233	2.85	0.004	YES
H7: LOR → PERF	0.264	4.24	0.000	YES
EXP → PERF	0.043	0.92	0.358	NO
STRUC → PERF	-0.119	2.24	0.023	YES
SIZE → PERF	0.131	2.99	0.003	YES
EDU → PERF	-0.009	0.18	0.866	NO

- **Relationship between Market Orientation and Performance**

The results show a significant causal effect of Market Orientation (MORT) on Organizational Performance (Perf) in the non-profit sector. These results are very much close to the finding of previous studies conducted in commercial sector (Deutscher, et al., 2016; Eris, Neczan, & Ozmen, 2012; Ionescu, 2015; Kohli, Jaworski, & Kumar, 1993; Maryam, Marzieh, & Marzieh, 2014; Morgan et al., 1998; Opeda, Jaiyeoba, & Donatus, 2011) and in the third sector (Balabanis et al., 1997; Bennett, 1998; Chad et al., 2014;

Duque-Zuluaga & Schneider, 2008; Gamble & Moroz, 2014; Hashim & Abu Bakar, 2011; Modi, 2012; Schmidt et al., 2015; Shoham et al., 2006; Vázquez et al., 2002). However, most of these studies were carried out in such non-profit organizations working in a particular field/area and their performance measure was limited to either economic or non-economic factor. This study has tried to overcome the gap in the literature that how market orientation will affect the performance when organizations from different sectors are selected.

This study also helpful in negating the findings of few empirical studies (Voss & Voss, 2000; Wood, Bhuian, & Kiecker, 2000) which has presented arguments that there is no significant influence of Market Orientation (MORT) on the organizational performance of non-profit sector. Therefore, it can be concluded that organizations with better market sensing, sharing information timely to all stakeholders and using these information to proactively react can play a strong positive role in achieving, non-economic, economic and even social effectiveness performance goals which was also not examined in the previous researches. The results significance also supports the school of thought which advocates the idea of bringing commercial management tools to the non-commercial sector. Another significance of the result is that non-profit organizations which follows and implement the MORT philosophy will perform better than those which do not follow this philosophy.

The beta values for MORT and Perf relationship is 0.14 and t value is 2.50 which proves a relatively good relationship while in previous studies the value ranges between 0.02 Voss & Voss (2000) to 0.41 (Balabanis et al., 1997).

- **Relationship between Brand Orientation and Third Sector Organization Performance**

The relationship between Brand Orientation (BRO) and Non-Profit Organization Performance (Perf) is insignificant which is in contradiction with previous studies in non-profit sector (Baumgarth, 2009; Hankinson, 2001b, 2002; Keller, Dato-on & Shaw, 2010; Napoli, 2006; Schmidt et al., 2015) as well as studies conducted in commercial sector (Ahmad & Iqbal, 2013; Baumgarth, et al., 2016; Boso, Carter, & Annan, 2016; Casidy, 2014; Chang, Wang, & Arnett, 2018; Gromark & Melin, 2011; Hirvonen, Laukkanen, & Reijonen, 2013) however, this study result also support few previous studies in

commercial sector e.g. Hirvonen et al., (2011) as well as from non-profit sector Mulyanegara (2011) that there is no significant relationship between BRO and Performance.

The beta values for BRO and Perf is 0.028 while t value is 0.437 which shows a very insignificant relationship and it can be concluded that Brand Orientation (BRO) has no direct effect on the non-profit organization performance (Perf). The main reason could be discussed under different factors but what mostly discussed in literature is the lack of understanding of importance of branding for non-profit sector both theoretically as well as at practitioners' level too. Whatever branding is practiced in non-profit sector it is very superficial and limited to logo, name and identity aspects. No good attention is paid to intangible aspects like what brand stands for, what emotional and personality elements it possesses and on what grounds a customer should perceive it differently than competitors. If a brand fails to develop such attributes then it might be difficult for any brand to remain at the top of the mind and to fail to attract human as well as financial resources and improve organization performance.

- **Social Entrepreneurial Orientation and Third Sector Organization Performance.**

The present study results show an insignificant relationship between Social Entrepreneurial Orientation (SEO) and non-profit organization performance (Perf) working in different fields. The beta values between SEO and Perf is 0.111 and t value is 1.77 which proves that relationship is insignificant as t value is below than 1.96 benchmark value.

The results of this research are largely consistent with prior studies in which few studies indicated lower correlations between SEO and Performance (PERF) (e.g., Lumpkin & Dess, 2001; Zahra, 1991) or were even unable to find a significant relationship between EO and performance (Covin & Schultz, 1994; George & Khan, 2001) in profit sector whose findings prove relationship either insignificant or a weak relationship exists. While at the same time this study contradicts most of the studies as EO perform much better than firms that do not adopt an EO as the beta value is above than 0.30, e.g., (Anderson et al., 2009; Ma et al., 2012; Wiklund & Shepherd, 2005) in the profit sector, which have concluded a significant relationship between EO and Perf in

profit sector organizations. As social entrepreneurial orientation demands a culture of taking risk with innovation to adopt new trends, technology and think out of the box but it is only possible when there is a good education or literacy to adopt new things at early stage rather following wait and see policy. People are not risk averse and leaders are not conservative but progressive to encourage new ideas then a good entrepreneurial oriented culture could be developed. As in non-profit sector projects are for short term and need to be executed with limited budget so organizations mostly discourage experimentation and therefore, performance goals may not be achieved in their true spirit.

- **Relationship between Market Orientation (MORT) and Learning Orientation (LOR)**

The relationship between Market Orientation and Learning Orientation is quite significant and even positively significant. This means that an organization which is more market oriented will be more prone to have learning-oriented organization culture. The organization will be more knowledgeable and informed about beneficiaries (customers), market dynamics and all stakeholders and thus will get a competitive advantage to excel in the industry. Such market-oriented organizations will be better able to engage beneficiaries, deliver good services and make all stakeholders satisfied to develop a loyal relationship.

This significance level is very much in line with previous studies (Baker & Sinkula, 1999b; Mahmoud & Yusif, 2012; Slater & Narver, 1995; Zainul et al., 2016) and also contradicts the studies which have proposed no positive relationship exists between MORT and LOR (Kharabsheh, Ensour & Bogolybov, 2017) .

The beta value for this relationship is 0.184 and t value is 3.05 while its significance level is 0.003 which again proves the hypothesis. These figures are almost similar to previous studies results.

- **Relationship between Brand Orientation (BRO) and Learning Orientation (LOR)**

The relationship between Brand Orientation (BRO) and Learning Orientation (LOR) is also showing a great significance which is first time empirically proposed in this model. This could be a benchmark results for future studies and thus proves that an

organization which has more brand oriented culture and gives more importance to brand philosophy would be able to develop a better learning-oriented culture.

The beta value for this relationship is 0.219 while t value is 4.29 which are even better than Market Orientation (MORT) relationship with Learning Orientation (LOR). If an organization is more concerned about corporate identity, to develop a consistent and uniform message for all stakeholders for better understanding of brand and like to be perceived as a favourite brand by all stakeholders then it should continuously learn about its brand through market players and customers. The greater pressure on organization to learn about brands more focus will be to improve its learning environment and develop such learning culture where brand could better meet expectations of customers and donors.

- **Relationship between Social Entrepreneurial Orientation (SEO) and Learning Orientation (LOR)**

In the sixth hypothesis the relationship between Social Entrepreneurial Orientation (SEO) and Learning Orientation (LOR) is also proved and null hypothesis rejected which is well in line with previous studies in which it has been conceptually proposed and suggested to study this relationship with empirical work (Baker & Sinkula, 2009; Real et al., 2014; Wang, 2008).

The beta value for this relationship was 0.233 and t value is also 2.85 which is above the required threshold. This means that SEO as a strategic orientation also plays a significant role in enhancing learning environment of third sector organization. This means that an organization which believes in more innovative ideas and good to take risks will be able to experiment changes and will be more prone to learn either from success or even from failures. Such organizations will welcome ideas more positively to implement and even can challenge the old and traditional methods to find out new ways to improve efficiency and effectiveness which will ultimately improves the organization performance.

- **Relationship between Learning Orientation (LOR) and Third Sector Organization Performance (Perf)**

The direct relationship between Learning Orientation (LOR) and Non-Profit Performance (Perf) is also very significant as the beta value is 0.264 while t value is 4.24 which again proves that an organization with better learning culture would also improve organization performance (Baba, 2015; Choi, 2014; Fonseca & Baptista, 2013; Yusif, 2012).

The strategic management literature has wide consensus that increasing life span and performance of an organization largely depends on its ability to learn and adopt itself according to the environmental changes (Baba, 2015; Fiol & Lyles, 1985; Stata, 1989). This also needs to be realized by the non-profit sector especially Pakistani third sector organization to invest more in learning, develop learning forums and channels for all stakeholders and even develop mechanism to learn from all stakeholders and develop a culture where one feel pride to accept mistakes and relearn from the failures. Developing such culture is always huge challenge particularly in Pakistan where other mistakes are mostly exploited rather than rectified. However, Pakistani Third Sector is bit successful in developing such learning culture where ideas are shared openly irrespective it is good or bad idea. The brainstorming sessions are organized to refine idea and expert panel discussions both formal and informal are conducted which is possible due to small size and informal structure of the organization. Such environment helps in developing a generative learning rather than single loop learning and ultimately organization will come up with a long-lasting solution for a social cause which will also give an organization a competitive advantage.

➤ **Step 3: Analysis for Mediating Effects**

A mediating effect is created when a third variable or construct intervenes between two other related constructs. Direct effects are the relationships linking two constructs with a single arrow; indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. Thus, an indirect effect is a sequence of two or more direct effects (compound path) that are represented visually by multiple arrows. This indirect effect is characterized as the mediating effect. According to the model proposed by and also used by Hair; Hult; Ringle and Sarstedt (2017)

mediation not only focuses on a theoretically established direct path relationships (i.e., MORT→PERF), as well as the theoretically relevant additional construct – Learning Orientation (LOR), which indirectly provides information on the direct effect via its indirect effect (i.e. 0.049) from MORT to PERF via LOR (Figure 4.16). Therefore, the indirect relationship via the LOR mediator affects the direct relationship from MORT to PERF in the mediator model. The results also signify that MORT emerges as a strong strategic orientation among all other orientations like Brand Orientation (BRO) and Social Entrepreneurial Orientation (SEO). Two strong market learning orientations compete well with each other however, the MORT → Perf relationship is low (0.14) as compare to LOR → Perf (0.26) relationship which proves that LOR is still a strong orientation than MORT and a better market-oriented organization will develop a strong learning-oriented organization.

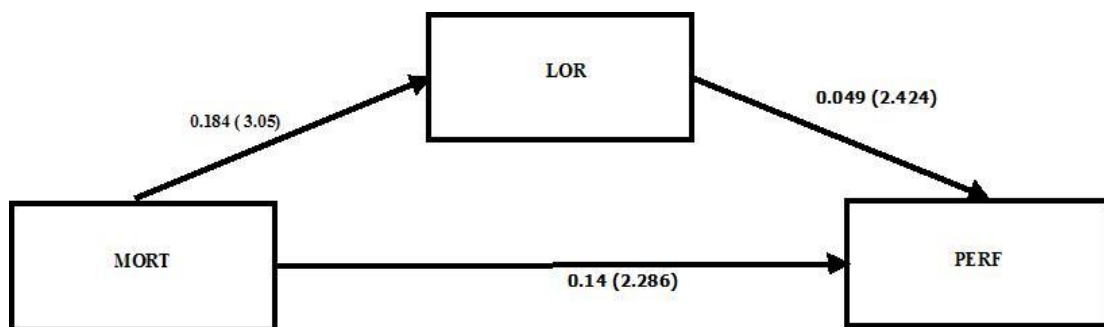


Figure 4.18 MORT, LOR and PERF Mediation Model

Similarly, the mediation effect of LOR via BRO and Performance relationship also plays a significant role as the direct effect of BRO and Perf is found insignificant as beta value is 0.028 with t value of 0.437. However, this relationship becomes significant in the presence of LOR as a mediator and beta value reaches to 0.058 with t value of 2.807. The relationship between BRO and LOR also shows a significant path as beta value is reported as 0.219 with t value 4.29. This proves that a full mediation exists and LOR acts as a strong mediator as BRO can only enhance the Performance of the organization when a strong learning culture exists in the organization that may help in utilizing the Brand Orientation as a strategic resources. Mere introduction of Brand Orientation may not be useful unless organizations know how to align the corporate identity with corporate

strategies and management have the vision and will to understand what its brand stands for and what kind of quality services expected from them by all stakeholders.

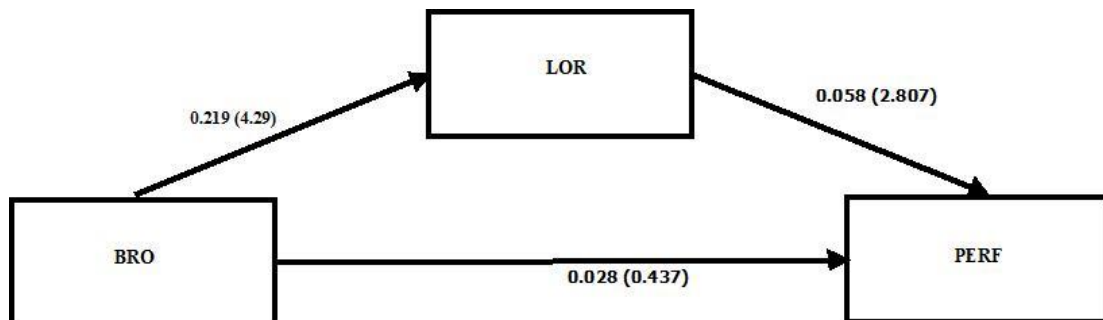


Figure 4.19 BRO, LOR and PERF Mediation Model

The third toy model of the conceptual model is the interaction of LOR as a mediator with SEO and Performance (Perf). Again, the direct path between SEO → Perf showing an insignificant β value = 0.111 and t value = 1.73 which means SEO role in improving organization performance is negligible. However, this relationship becomes significant when LOR is introduced as a mediator as β value becomes 0.062 with t value 2.439 which shows that the role of Social Entrepreneurial Orientation (SEO) in organization performance increased as organization develops more learning environment.

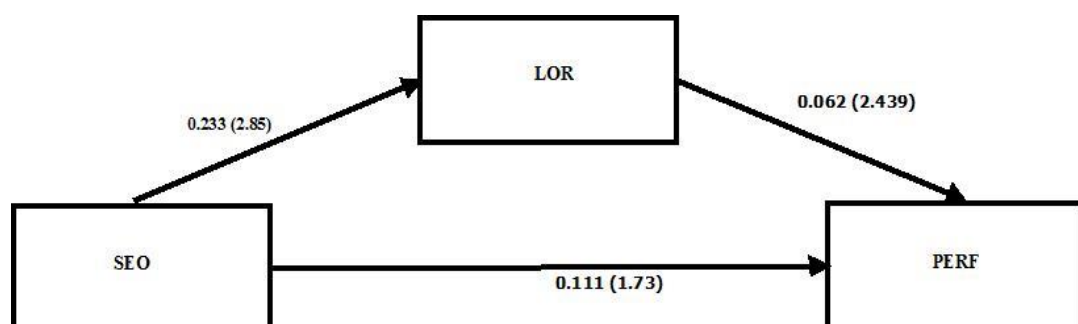


Figure 4.20 SEO, LOR and PERF Mediation Model

Table No. 4.15: Analysis for Mediating Effect

Constructs/ Indicators	Direct Effect	Indirect Effect	t- value	Bias Corrected Confidence Interval		P-value	Conclusion
				Lower Level 5%	Upper Level 95%		
MORT → PERF	0.14	N/A	2.286	0.024	0.259	0.022**	Yes
H8a: MORT → LOR → PERF	N/A	0.049	2.424	0.012	0.092	0.018**	Compliment ary Partial Mediation
BRO → PERF	0.028	N/A	0.437	-0.097	0.156	0.662	No
H8b: BRO → LOR → PERF		0.058	2.807	0.024	0.104	0.005**	Yes (Indirect Full Mediation)
SEO → PERF	0.111	N/A	1.73	-0.011	0.233	0.084	No
H8b: SEO → LOR → PERF		0.062	2.439	0.021	0.116	0.015**	Yes (Indirect Full Mediation)

(*p < 0.10, **p < 0.05, ***p < 0.01)

- **The mediating Relationship of Learning Orientation (LOR) between MORT, BRO SEO and Third Sector Organization Performance (Perf).**

The results clearly signify that MORT has direct positive connection with performance however, BRO and SEO could not bring any such positive change in the organizational performance. Therefore, it would be interesting to observe how these relationships can be affected in the presence of a mediator which in present study is Learning Orientation (LOR). In the direct effect of MORT on the performance (Perf) the beta value was 0.14 and t value was 2.50 which reduced to 0.049 and t value becomes 2.424. This shows that a complimentary partial mediation exists between these two variables and this relationship positively reduced after LOR is introduced as a mediator.

However, the direct relationship between BRO and Perf was quite insignificant but in the presence of LOR as mediator the path coefficient reaches to 0.058 and t value

becomes 2.807 from 0.028 while t value was 0.437 in the absence of LOR as a mediator. Therefore, a strong indirect full mediating effect of LOR exists between BRO and Perf.

Similarly, the relationship between Social Entrepreneurial Orientation (SEO) and Performance (Perf) becomes significant in the presence of Learning Orientation (LOR) as the beta value becomes 0.062 and t value reported as 2.439 which in the absence of LOR as a mediator reported as 0.111 with t value as 1.77. These results provide a strong evidence of an indirect full mediation and reflect that LOR is really a strong mediator which can make a significant effect on these direct relationships and also prove the hypothesis that mediation effect exists.

These results also provide empirical evidence in response to the question posed in the first chapter that Learning Orientation as a mediator can play a significant role in enhancing the role of these strategic orientations. In the absence of a strong learning culture, intangible resources like Brand Orientation and Social Entrepreneurial Orientation could be easily imitated by competitors. However, sustainable competitive advantage could be only possible when organization also has strong learning orientation and system which can even provide better insight and vision on future organization strategic development. This learning orientation that is also introduced as a dynamic capability therefore can transform and translate these strategic resources into superior organizational performance. Most of the previous researches focused on direct or alternative effect of orientations on performance but this study results provide evidences in support of synergic or complementary approach by introducing LOR as a mediator in the connection between strategic orientations and organizational performance. The best learning culture starts at individual level, and if an employee has better opportunities to learn he will always strive to learn more and put pressure on others to learn. Such learning is very much practiced in the Third Sector Organizations (TSOs) and this is why most of the organizations are following learning practices being asked in the survey.

- **The Role of Control Variables (Size, Structure, Education and Experience) in the Third Sector Organization Performance**

The result of this study also confirms a significant effect of size of the organization on the performance as $\beta = 0.131$ while t value was 2.99 with $p < 0.05$. The results for organization structure also show significance as $\beta = -0.119$ and t value was 2.24 at $p <$

0.05. One of the explanations could be that structure of the Third Sector Organizations is very much informal therefore, more possibility of high learning environment and thus better organization performance. In such structure, employees are not kept at distance as organization small size also facilitate to interact better with all employees and help in understanding the real time issues and feedback from the expert person without wasting the time. One of the employees at Human Development Foundation (HDF) even informed about the organization practice that senior manager asked everyone to share the new and innovative practices in a meeting to find a way that how they can improve themselves as an employee and as an organization. However, the experience and education of the employees do not show any significance as $\beta = 0.043$ and t value = 0.92 for experience while for education factor $\beta = -0.009$ with t value 0.18 which shows that despite qualified employees with good education and experiences, still both could not play a good role in increasing the performance of the organization.

➤ **Step 4: Coefficient of Determination (R^2 value)**

The coefficient of determination (R^2 value) measures the structural model's predictive accuracy and it was computed as the squared correlation between a specific endogenous construct's actual and predictive values. The R^2 value ranged from 0 to 1 with higher levels indicating higher levels of predictive accuracy. It is not possible to provide rules of thumb for acceptable R^2 values because it depends on the complexity of the model and research discipline (Hair, Black, Babin & Anderson, 2010).

Note that models with low R^2 values and/or low factor loadings can still lead to acceptable goodness of fit. Smart-PLS 3.0 provided the R^2 values for each endogenous construct in the model:

Table 4.16: R^2 Significance Test

Endogenous Constructs	R^2 Value	Significance Value
LOR	0.21	0.000
PERF	0.20	0.000

➤ **Step 5: Effect Size (f^2)**

In contrast to the R^2 values of all endogenous constructs, the variation in the R^2 value in which a particular exogenous construct is excluded of the model can be used to assess any considerable impact of the omitted construct on the endogenous constructs. This measure is referred to as the Cohen's f^2 effect size and is increasingly encouraged by journal editors and reviewers. This measure is called the f^2 effect size, and it can be calculated as:

$$F^2 = R^2_{\text{included}} - R^2_{\text{excluded}} / 1 - R^2_{\text{included}}$$

Where R^2_{included} and R^2_{excluded} are the R^2 values of the endogenous/latent variable when a chosen exogenous latent variable is either included or omitted from the model. In technical words, the change in the R^2 values is calculated by estimating the PLS path model two times. The f^2 values as proposed by Cohen (1988) range from 0.02, 0.15 and 0.035 respectively, reflect the weak, moderate and large effects, for the exogenous variable. The effect size 0.02 shows that there is actually no effect.

Table 4.17: Results of Effective Size (f^2) Analysis

Independent	Dependent	R^2 Included	R^2 Excluded	Effect Size (f^2)	Conclusion
MORT	LOR	0.21	0.20	0.037	Weak Effect
BRO	LOR	0.21	0.16	0.051	Weak Effect
SEO	LOR	0.21	0.16	0.062	Weak Effect
MOR	PERF	0.20	0.18	0.025	Weak Effect
BRO	PERF	0.20	0.20	0.000	No Effect
SEO	PERF	0.20	0.19	0.013	Weak Effect
LOR	PERF	0.20	0.14	0.075	Weak Effect

➤ **Step 6: Blindfolding and Predictive Relevance (Q^2)**

In addition to determining the R^2 value to be used as a predictive reliability criterion, Stone-Geisser's Q^2 value (Geisser, 1974; Stone, 1974), particularly for single-indicator constructs, must be considered since this measure represents the model's predictive relevance. This formula or measure effectively forecasts the data points of indicators of endogenous constructs and single indicator constructs in reflective measurement models (Hair, Hult, Ringle & Sarstedt, 2017). When Q^2 values are greater than 0 for a certain endogenous reflective parameter in the structural model then it means that the predictive significance of the path model is shown for a particular dependent construct (Geisser, 1974; Stone, 1974). The Q^2 value can be obtained by using a blindfolding technique to delete each d th data point of the indicators in the endogenous construct and to calculate the variables with the remainder of the data points. (Hair, et al., 2017; Henseler, et al., 2009). In the specified column, the q^2 value is provided for this research model.

Table No. 4.18: Predictive Relevance (q^2)

Independent Construct	Dependent Constructs	Q^2 Included	Q^2 Excluded	Effect Size (q^2)	Conclusion
MORT	LOR	0.06	0.05	0.010638	YES
BRO	LOR	0.06	0.05	0.010638	YES
SEO	LOR	0.06	0.05	0.010638	YES
MORT	PERF	0.06	0.06	0.0000	NO
BRO	PERF	0.06	0.07	-0.010638	YES
SEO	PERF	0.06	0.06	0.000	NO
LOR	PERF	0.06	0.05	0.010638	YES

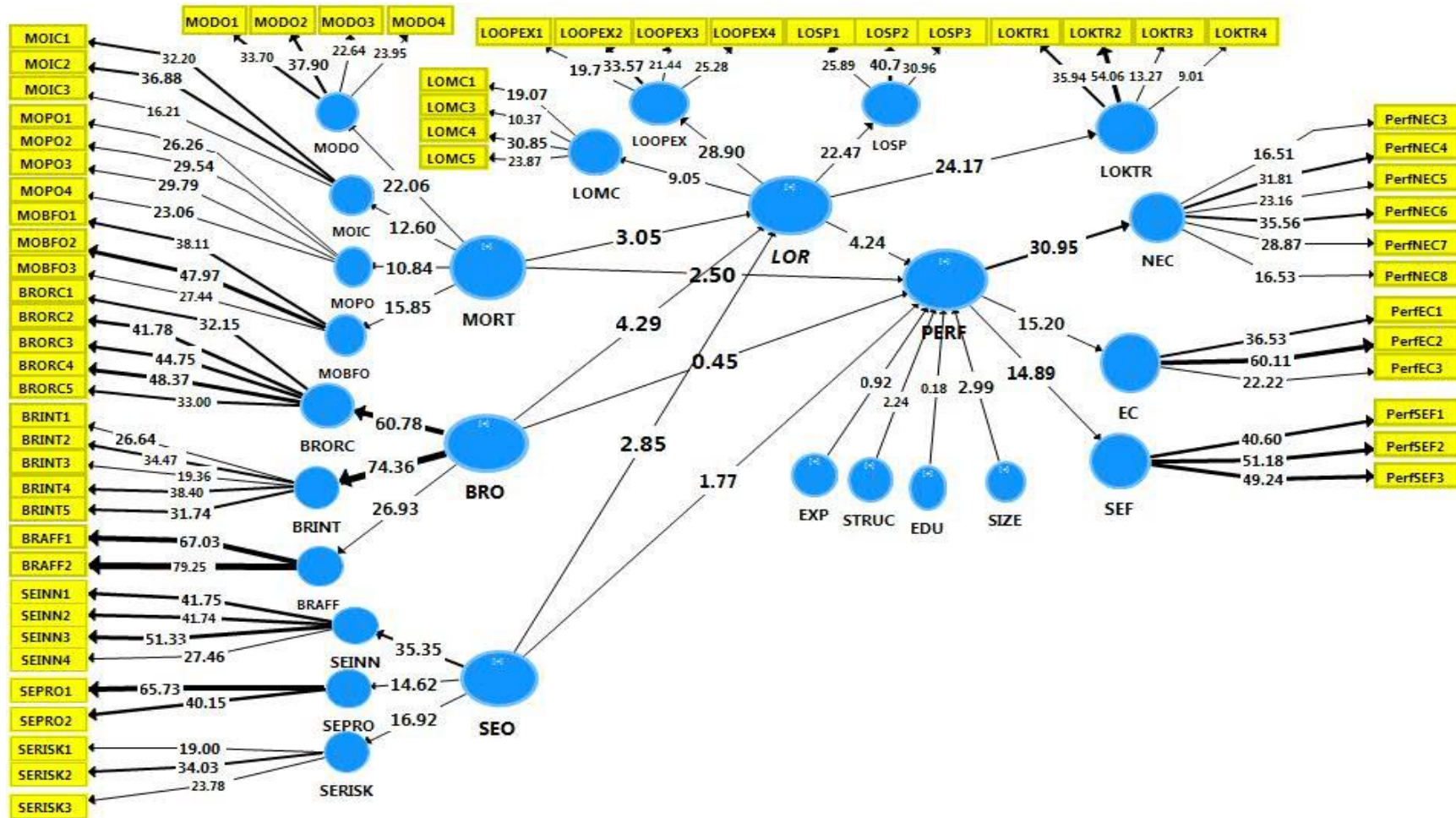


Figure 4.21 Bootstrap Structural Model

Chapter 5

Discussion and Recommendations

In the previous chapter a comprehensive analysis of the results has been presented to understand the nature of relationship of different variables proposed in the research model and whether these results support or reject the research hypothesis. In this chapter the results derived from the previous chapter are discussed under the theoretical framework and provides different conclusions and recommendations in the context of research gaps and the problem statement.

The next parts of this chapter will address the possible rationale of the significance of different relationships suggested in this model. After an overview of the major findings, this chapter will confine itself to discuss how exogenous variables like MORT, BRO and SEO could affect organizational performance (Perf) or not which are very much in line with initial hypothesis. After this, in light of the previous results discussed in chapter 4, the effect of mediator (LOR) will be discussed that whether any mediation exist or not and if exists what kind of mediation it is and how it has affected the relationship of independent and dependent variables. However, the most important section of this study is to manifest the contributions of the study to the current literature. It also identifies the future course of direction that might be helpful for the concerned non-profit sector policy makers in Pakistan but even may be suitable for developing countries where market orientation, brand and social innovation might not be borrowed well from commercial sector. Furthermore, this chapter includes the study's limitations and suggests future paths of research based on the limitations found. Finally, this chapter brings down the curtain tracing the concluding remarks of study.

5.1 Discussion

The core objective of this study was to provide a direction for bringing best practices from commercial sector to non-profit sector and to examine the nature of

association of different strategic orientations with organizational performance of the third sector. The third sector has become highly growing but most competitive sector in last decade. This becomes possible due to more concern of corporate sector with social responsibility, world's richest people more comprehensive alliance and partnership with third sector organizations and last but not the least government and private institutions failure to serve the underprivileged people around the globe (Michel & Rieunier, 2012; Santos et al., 2020). This sector is also playing a vital role in economy by providing employments to millions of people, improving the life standards of marginalized members of society by providing good education, health and clean water and environment and also providing better opportunities to them to earn money. This sector is going under great evolution since 1990's and literature is very much fragmented on management approach of non-profit organizations. One school of thought is in a great support of management and organization studies to find more conclusive arguments that how business-like approaches can be incorporated into non-profit organizations. Other school of thought shows more concern about mission drift and chance of great loss of idealism if organization starts business-like approaches. However, the recent studies (Anwar et al., 2020; Suykens et al., 2021) show that finally a consensus is developing that non-profit organizations need to focus more on business like approaches due to increasing trust deficit on governments policies and increase in competition for donation. Similarly, private sector social responsibility initiatives are also in rise, while donors also interested to work with such organizations that can operate at large scale. Therefore, this study is an effort in this direction to focus more on understanding different management practices and provides a good foundation for Pakistani Third Sector to propose different strategic orientations that may help them to enhance their non-profit organizations performance. This is why this study helped to answer first research question of this study that why non-profit organizations need to incorporate different strategic orientations and what kinds of strategic orientations can play positive role in enhancing their poor organization performance.

The first hypothesis of this study was to find causal effect of Market Orientation (MORT) on Organizational Performance (Perf) in the non-profit sector (Alanazi, 2018; Glaveli & Geormas, 2018; Pinheiro et al., 2021). However, the critics mostly questions relevance of both concepts (Market Orientation and Performance) to the non-profit sector. Therefore, most of the scholars believe direct introduction of Market Orientation is not

recommended and it needs modification to better meet the nature and demands of non-profit sector environment (Chad et al., 2014; Modi & Mishra, 2010).

The basic philosophy of Market Orientation is to understand certain environmental forces that could affect organization positively or negatively. This would help and guide non-profit organization to improve and modify its strategies to better achieve mission of organization. As mentioned earlier, mission of these NPOs mostly revolves around serving social cause and to provide relief to marginalized members of society. An organization may fail to achieve these missions if it does not have good market sensing skill to realize the negative effects of changes in government or donor regulations and policies, potential or current suppliers and collaborators changes or start working with other partners. The unpaid workers preferences could also change. If all these factors are not considered well, while introducing market orientation strategy to third sector then it may not be able to bring required results and help an organization to improve organization performance. This is only possible when organization market information processing mechanism is strong and such information is not limited to a particular department or manager but shared across the organization. If a non-profit organization has good knowledge and information about customers expressed as well as latent needs it means that organization can better customize the program and project that can meet customers current as well as future requirements (Glaveli & Geormas, 2018). Although, non-profit organizations work as collaborators for a social cause but they also need to get competitive advantage on competitors to receive better human (volunteers, managers) as well as financial (donation, grants) resources. Therefore, such programs and projects should be unique and non-imitable that not only meets customers satisfaction but even provide better services than competitors.

One of the myths or misconceptions that this research tried to address is that Market Orientation is not all about public relations and advertising but a strategic philosophy to serve all stakeholders and coordinate well for better feedback and service delivery. The good thing is that third sector organizations in Pakistan are aware of its importance and started working to implement more effectively this business philosophy in their organizations. The good implementation of Market Orientation in the non-profit sector of Pakistan could be attributed to the small organizational structure and the frequent meetings and coordination of all members of different departments to execute the projects more effectively and efficiently. The technology also helps to organize such meetings

even with field workers and to make decisions with consensus. This is why it can be argued that information generation, dissemination and responsiveness could make the Market Orientation philosophy quite feasible in the third sector organizations. The results significance also supports the school of thought which advocates the idea of bringing commercial management tools to the non-commercial sector (Suykens et al., 2019). Another significance of the result is that non-profit organizations which follows and implement the MORT philosophy will perform better than those which do not follow this philosophy. Therefore, it can be concluded that Market Orientation (MORT) plays a strong positive role in achieving, non-economic, economic and even social effectiveness performance goals which was also not examined in the previous researches (Alanazi, 2018; Fonseca & Baptista, 2013).

Similarly, the second hypothesis empirical result shows that there was an insignificant relationship between Brand Orientation (BRO) and Non-Profit Organization Performance (Perf) which is in contradiction with previous studies in non-profit sector (Baumgarth et al., 2016; Khan & Bashir, 2020; Lückenbach et al., 2019; Schmidt & Baumgarth, 2015) as well as studies conducted in commercial sector. However, this study result also support few previous studies in commercial sector e.g. Hirvonen et al., (2011) as well as from non-profit sector Mulyanegara (2011) that there is no significant relationship between BRO and Performance. This insignificant relationship means that branding is not considered as an important strategic orientation for improving performance by the higher management authority and empirical evidences are not showing any support that BRO alone could play any significant role in improving third sector organization performance. However, it is worth to mention that normally application of branding strategies are only limited to tangible elements like name and logo and identity. But most of the organizations fail to implement intangible aspects like brand image, reputation, personality and power of the top of the mind as what matters most is what kind of perception lies in the mind of customer and which brand remains at the top mind at the time of selecting a non-profit organization for donation or to work as volunteer. This is important element of branding as people values the power of image building rather the objective reality. Another reason could be that higher management might be practicing it informally and these practices might not be communicated across the organization to build better understanding of corporate positioning and how the quality services and programs reflects what the brand stands for. This would ultimately

help organization to sustain during any crisis and regain the confidence of stakeholders with extra little efforts and better communications.

The third hypothesis results also show an insignificant relationship between Social Entrepreneurial Orientation (SEO) and non-profit organization performance (Perf) working in different sectors. The findings of this research are largely consistent with prior studies in which few studies indicated lower correlations between SEO and Performance (PERF) (e.g., Lumpkin & Dess, 2001; Zahra, 1991) or were even unable to find a significant relationship between EO and performance (Covin and Schultz, 1994; George & Khan, 2001) in profit sector whose findings prove relationship either insignificant or a weak relationship exists. This means that Pakistani Third Sector Organizations (TSOs) still relies on traditional style of management and could not introduce innovative techniques to solve social issues and unable to opt risk taking and proactive behaviour to meet future challenges of this sector. One possible explanation could be that organizations are mostly mission or project driven and follow reactive approach while other reason could be associated to Pakistani culture which is normally considered risk aversive culture and pursue short term goals rather long-term goals and this is why avoid to invest for long term goals which is the fundamental problem of poor capabilities of organization and already mentioned in problem statement. Therefore, it can be concluded that Pakistani non-profit organizations could not enhance its capability and cannot develop skill to meet future challenges because they always focus on short term goals and this is why always struggle to sustain.

Another area of research been covered is the relationship of different strategic orientations like Market Orientation (MKTO), Brand Orientation (BRO) and Social Entrepreneurial Orientation (SEO) with Learning Orientation (LOR) and all associations were found significant and even positively significant. This study has demonstrated how to study multiple strategic orientations, supporting the concept that strategic orientation in the third sector organization could be a mix of different orientations (Khan & Bashir, 2020; Sirén et al., 2017; Weerawardena et al., 2021). This means that when an organization either follows market, brand or social entrepreneurial orientation there is greater chance that it will be more prone to have learning-oriented organization culture. The market-oriented organization will be more sensitive to know about preferences and like dislike of beneficiaries (customers), what kind of trends prevailing in market and how quality services can be provided to all stakeholders that would help to achieve competitive

advantage. Such market-oriented organizations will be better able to engage beneficiaries, deliver good services and make all stakeholders satisfied to develop a loyal relationship. In the similar fashion, a non-profit organization that has more brand oriented culture and gives more importance to brand philosophy would be able to develop a better learning-oriented culture. A brand-oriented organization will always strive to keep itself up to date about customers' awareness about brand, expectations about brand performance and how much they like to associate with brand and would like to work for organization. Acquisition of such information can help a brand to develop brand as a strategic resource but in absence of a good learning culture and supportive learning mechanism brand cannot sustain in long run and can be easily imitated and becomes invaluable.

Social Entrepreneurial Orientation borrowed the innovativeness, pro-activeness and risk-taking factors from commercial sector. Innovativeness favours new ideas and changes. While, pro-activeness relies on future opportunities, working on prospective changes as well as pioneering in new product and processes. Risk taking helps in taking bold decisions to explore the unknown. All these factors help in acquiring best and updated information about environment and competitors in proactive way. Such attributes will ultimately help an organization to develop SEO as a strategic resource, which is imperfectly imitable and lead to competitive advantage (Bansal, Garg & Sharma, 2019; Peng & Liang, 2019; Syrjä et al., 2019). Wang (2008) also believed that a firm with more entrepreneurial attitude will be more proactively and aggressively engage to keep eyes on the environmental changes which will help it to a larger extent to collect information and share it strategically among all stakeholders. This SEO and LOR relationship is also of great importance that entrepreneurial attitude help in introducing ideas that challenge the accepted assumptions and cognitive structure. When less entrepreneurial organization faces problem, it mostly relies on previous knowledge for solution which leads to complementary knowledge rather novel and double loop learning (Sirén et al., 2017).

Another hypothesis was about connection between Learning Orientation and performance that by and large been observed to be positive and LOR has been proposed as one of the most valuable resources to compete globally (Tajeddini, 2016; Wang et al., 2019; Werlang & Rossetto, 2019). That is the reason organizations are constantly searching for approaches to build their learning capability. Tajeddini (2016) even proposed that an organization which values openness, knowledge sharing and commitment to learning will be able to better predict organizational outcomes and future

orders. This would help in reducing the impact of such sudden changes and ultimately would help in running routine business operations smoothly. In the non-profit sector, different scholars also tried to establish the importance of learning orientation for improving the organization performance (Choi, 2014). A good learning-oriented organization will be able to improve worker's competence that would help in executing the programs more effectively which will ultimately increase stakeholders' satisfaction. A highly satisfied stakeholder means good cash flows as satisfied donor or beneficiary will spread good word of mouth and motivates other donors for funding another project (Baba, 2015).

Hypothesis 8a,8b,8c tried to examine the role of Learning Orientation as a mediator and dynamic capability. MORT has significant relationship with performance, while Brand and Social Entrepreneurial Orientations direct causal effect with performance were found insignificant. However, the relationship of Brand Orientation and Social Entrepreneurial Orientation (SEO) with Performance (Perf) becomes significant in the presence of Learning Orientation (LOR). On the other side, Market Orientation (MORT) proved itself as a strong strategic orientation as compared to Brand Orientation (BRO) and Social Entrepreneurial Orientation (SEO) which may lead to argument that Market Orientation (MORT) is a better strategic orientation than other strategic orientations to outperform competitors (Gheysari et al., 2012; Grinstein, 2008; S. Hersberger-Langloh, 2020). However, it is interesting to mention here that Baker & Sinkula (1999) were of the view that Market Orientation is able to achieve customer satisfaction and adaptive learning but it is unable to create discontinuous innovation and this could only be possible if an organization has strong learning-oriented culture. This also leads to support the argument proposed by (Hakala, 2011; Schweiger et al., 2019) that an organization performance improves significantly in complementary mode rather implementing these orientations independently. This argument is further validated by BRO and SEO relationship with performance which were found insignificant but becomes significant in the presence of LOR as a mediator. This signifies and answers the question that organization would perform better when organization does not rely on a single orientation as failure or weak performance by one strategic orientation could be compensated or overcome by another strategic orientation.

Another question raised in the study is issue and challenges to measure performance in the third sector because measuring performance in non-profit sector is

considered more complicated and difficult than profit sector. Different reasons could be attributed to this issue like different stakeholders might have various expectations (Kendall, Jeremy & Knapp, 2000), programs or projects might not be very much in line with the organization mission, performance indicators could not be well defined as may vary according to programs and revenue or profit may be as means to ends rather as ends only which ultimately help to achieve mission. Similarly, success and failures of non-profit organization may not be measured in financial terms. All these issues and challenges made the performance measurement in third sector very difficult. However, Ritchie & Kolodinsky (2003) and other scholars suggested that scant research on non-profit organization performance demands more research on effectiveness and performance but at the same time requires more empirical researches to test new and existing measures so that they can be evaluated for uniqueness. This research is also an effort in this direction to provide more empirical evidences for different measures used in past researches. This research also addresses the issue of collecting objective data due to organization confidentiality policy or donor's restriction by using subjective performance measures being used in previous researches. Subjective performance measure is gaining popularity in the literature and many scholars argued in support of this method to measure the organization performance based on respondent perceptions (Jassmy & Bhaya, 2016; Pierre, Devinney & Johnson, 2015). This is why in this study subjective performance is used and contributed to the literature by providing performance measure with empirical evidence. The confirmation of hypothesis shows that Third Sector Organizations focuses very much on performance goals and outcomes of programs very seriously as this helps them to attract more donations and to get awards of future projects.

5.2 Contribution of the Study

The contribution of this study has been discussed and highlighted in the significance part of the study which provides a meaningful insight on many fronts like theoretical as well as practical and policy aspects. The study is one of the pioneer studies in developing country to see the mediating effect of learning orientation between different strategic orientations (Market, Brand and Social Entrepreneurial Orientations) and the organization performance in the third sector of Pakistan. This study tries to cover the gap that how organizational resources can be effectively utilized for better organizational performance and ultimately to achieve the competitive advantage. As the ownership of a

particular resource is not enough rather real challenge is how effectively any resource can be utilized for organization. This research also provides an evidence that it is time for third sector to get rid of traditional management and fund-raising practices and borrow the modern best management practices to compete well in the competitive environment. The results also signify that combination of different strategic orientation more helpful in improving organization performance rather than relying on a particular strategic orientation.

In the following sections a detailed discussion is made that how this study contributed from academic as well as practical perspective.

5.2.1 Theoretical Contribution

The present study has several contributions from theoretical point of view which will be discussed in details.

The foremost contribution of this study is to understand the under researched area called the role of strategic orientation concept in explaining the success and survival of non-profit organization. This research provides a complete framework that why Theory of Firm is relevant for the Third Sector Organization and why different strategic orientations (MORT, BRO, SEO, LOR) can play a leading role in the sustainability of the TSOs. These intangible resources can help an organization to achieve competitive advantage without making heavy investment. As there is a debate that whether strategic orientations like Customer, Product, Technology, Market and Entrepreneurial Orientations can play a positive role with sequential, alternative or complementary orientation (Hakala, 2011). The present study played a significant contribution by discussing different strategic orientation under newly emerging approach called complementary orientation or hybrid model with organization performance (Anees-ur-Rehman & Johnston, 2019; Sepulcri et al., 2020). This study tried to find out how strategic orientations can be discussed in the third sector and to examine their interactive effect on the organization performance as developing expertise and focus on multiple strategic orientations with complementary approach or hybrid model can help an organization to achieve better competitive advantage than those organizations that follow alternative or sequential orientation approach. Therefore, this study provides empirical evidences for

complementary approach in the literature in line with directions of (Chad et al., 2013; Deutscher et al., 2016; Grinstein, 2008; Lückenbach et al., 2019).

This research is also helpful in understanding the role of Learning Orientation (LOR) as a mediator between different strategic orientations like Market, Brand, Social Entrepreneurial Orientations and Third Sector Organization Performance (Perf) in the Pakistan. Learning Orientation (LOR) has been introduced as a dynamic capability which can help not only in developing a learning culture in the organization but also support organization in utilizing the resources effectively and efficiently. To understand this resource and capability relationship one has to understand two different theories Resource Based View Theory (RBT) and Dynamic Capability Theory. The Resource-Based View Theory (RBT) is different than Porter's competitive advantage theory as RBT relies more on the organization internal resources which cannot be imitated easily, should be rare while on other side Porter's theory relies more on industrial position or external position of the organization. However, achieving resources is not just sufficient and these intangible resources like MORT, BRO and SEO are useless if organization does not have the capability how to use them productively, thus they will be unable to achieve performance and ultimately sustainable competitive advantage. This is why the role of LOR as a mediator has been discussed for the first time in this study with Market, Brand and Social Entrepreneurial Orientation and provided a valuable contribution to the literature in this field of study. This study also provides evidences in support of LOR as a strong dynamic capability and mediator by converting the BRO and SEO insignificant relationship with organization performance into a positive and significant relationship. Thus, it can be implied that organization can only be successful if it is able to introduce a conducive environment for learning where managers are committed to introduce new things and accept own mistakes and redesign an environment to avoid them in future. This study also contributed to the stakeholder theory literature by discussing the importance of different stakeholders from the Third Sector perspective. An organization that is able to identify as well as develop a strong relationship with relevant stakeholders, then such organizations would also be able to achieve social, non-economic as well as economic goals. This is only possible when management does not differentiate among all stakeholders and gives equal value to all. Such approach would also help to minimize drift between market and social mission and organization would be under strict scrutiny of stakeholders to balance between social and economic performance goals.

This study also helps in providing empirical evidence for MORT, LOR and organization Performance (Perf) associations and substantiated the argument that MORT provides a good base for creating a behaviour where organization constantly focuses on market-based knowledge. It is also salient feature of a good non-profit organization that it constantly updates and improves its market-based knowledge to successfully implement a project. However, this study supported the argument that Market Orientation may be helpful in achieving performance but this may be only successful in short term as MORT drawback is that it does not have culture of questioning the knowledge, policies and procedures (Baker & Sinkula, 1999). Therefore, to achieve long term success Third Sector Organizations have to develop a good Learning Orientation culture too. This study is a good addition as an empirical evidence in the MORT and LOR relationship literature that Market Orientation helps in developing learning-oriented culture and if an organization is more market oriented there is a better chance that organization will be able to develop a better learning-oriented culture. This research also supports the previous works that emphasize MORT as a strong strategic Orientation to affect the organization performance. However, this research deviates from such school of thought and believes that such performance will not be sustainable because better Market Oriented organizations may be good in imitating the competitors but could not excel from the competitors in the long run. Therefore, only better market-oriented organization with strong learning-oriented culture could help in achieving sustainable performance in the long run. This is very much important for third sector to develop better mechanism for understanding all stakeholders and the environment to develop learning capabilities for a better proactive response rather a reactive one.

Another significant contribution of present research is the examination of relationship between BRO, LOR and Organization Performance (Perf) in the third sector. This has been explored and discussed for the first time in any study to find out whether BRO just like MORT can help in developing learning-oriented culture or not. The result shows that a moderated positively significant relationship between BRO and Learning Orientation (LOR) exists, which signifies that an organization with BRO culture will also help in developing learning culture. This means that an organization which has better corporate reputation will always try to learn what customers/beneficiaries/donors likes and dislikes about Third Sector Organization (TSO) as a brand. On the basis of which their preferences and association with brand improve or changes. There are different

factors like brand personality, brand name, brand performance or brand experiences that play key role to affect the perception. The brand performance will not improve if organization does not learn from all stakeholders' experiences and does not respond accordingly, which will ultimately weaken the learning mechanism. The most important thing to understand is that BRO unlike MORT plays role of market driving force rather market driven. Brand Orientation is more inside out and identity driven approach (Baumgarth et al., 2013) and this is why this research results show that third sector organizations in the Pakistan may not be able to implement this policy in true spirit and this is why a weak relationship or insignificant relationship was found in between BRO and Organization performance.

The discussion on Social Entrepreneurial Orientation (SEO) relationship with LOR and Perf is kind of effort to provide some direction for the ambiguous literature. As the conceptual argument stands that SEO leads to higher performance on the relationship of SEO and Performance but the magnitude of relationship varies across the study (Alarifi et al., 2019). Even few studies as discussed in previous section highlighted that no relationship exists between SEO and Performance (Coombes et al., 2011). The result of this study also illustrates that SEO and performance association is insignificant however, when LOR is introduced as a mediator the relationship becomes significant. This again provides strong evidence in the support of theoretical model that acquiring resources not sufficient and these resources can only play a significant role when organization has a strong dynamic capability how to utilize these resources. An organization might have introduced innovative methods, take risks to implement them but if it does not have good learning culture and learning mechanism to implement it effectively, then there is a great possibility that it could not sustain and can collapse any time. In this study, SEO is not introduced as a Social Enterprise but to see how effectively third sector organizations welcome any change in serving the beneficiaries, try to bring innovation in solving the social or economic problems and think out of the box for raising fund/donations to become financially independent.

Another area of interest for academicians and researchers is the third sector Organization Performance (Perf), which is still debatable and under researched. The performance of the third sector is a complex phenomenon due to the multiplicity of the stakeholders, who may hold a divergent view on the primary roles of the Non-Profit organizations activity, which ultimately affects the expectations from an organization that

what it wants to achieve. There is then possibility that different perspectives may prevail in the organization that how to measure the achievements. Like, large donors may have their own accountability system to measure performance of the third sector while public sector and individual donor may rely more on publicly appointed regulators and thus their performance measurement criterion may be different. Then there is also a debate on use of subjective vs. objective performance measurement in the third sector. As most of the third sector organizations do not maintain objective performance record or hesitate to share especially in Pakistan due to transparency issue and other constraints, such record is inaccessible. Therefore, subjective performance has been proposed and also used for this research. This method helps to overcome the gap that whether subjective performance is only useful for Non-Economic performance or also useful for financial (economic) performance as well as social performance. In this research, not only different subjective performance been measured but they are measured across different voluntary organizations working in different fields/sectors. While in past most of researches are limited a particular sector and the results of this research shows that respondents quite comfortably answered these questions and were quite comfortable in evaluating different indicators of the performance. While administering to fill the questionnaire they also shared their views that this questionnaire even helped to think about such performance measures which were mostly ignored in their routine evaluation reports. This research questionnaire helped them to focus on how economic goals could be monitored and how the satisfaction of beneficiaries can be evaluated during and after the project completion.

Last but not the least, this research has laid the foundation for Pakistani scholars interested in development studies that how best management practices can be adapted from the commercial sector and can be incorporated in the third sector organizations with slight modifications and adjustment. This phenomena has been supported by different scholars in the recent past like (Chad et al., 2013; Fonseca & Baptista, 2013; Hyojin, 2002; Smith, Cronley & Barr, 2012). Therefore, borrowing such management practices from commercial sector with adaptation is the need of the hour for Pakistani third sector to survive and generate other sources of revenue to compete well in such competitive market when government regulations increasing year by year and more organizations are competing for the same donations and donors (Hashim et al., 2011). Drucker (1989) even realized that NPO should be managed business, despite not having a usual "profit". In order to survive and thus achieve its mission in society, they should continue to learn so

they can use the new concepts of management quite effectively. This research will therefore act as a guide to understand the concept of managements and how to borrow management practices successfully from commercial sector and how it could be a useful strategy, as thousands of people are associated with this sector and sustainability will be a big future challenge for them.

A second domain usually includes the recognition of likely consequences of the non-profit brand orientation, which could provide more insight into the sustainability of this business philosophy for non-profit organizations. For example, it might be important to analyse the correlation between brand orientation and resource acquisition – that is, are brand-oriented organizations more effective at attracting both public and private funding with better proportion? Will there be a direct connection between non-profit brand orientation and loyalty or engagement from stakeholders? In fact, will brand preference lead to higher brand equity? Could brand orientation often affect the capacity of an organization to evolve and adapt to changing market conditions? Most firms also agree that well-established brands will create higher advantages in a sustainable way. Although most businesses agree that brand orientation is important for developing strong brands but the execution of this understanding is extremely difficult. This study has made a small contribution from this perspective to understand Brand Orientation and specifically how it is relevant for Third Sector Organizations (TSOs).

5.2.2 Practical Implications

The theoretical contribution has also provided a good direction for real world perspective and how this research can be helpful in designing policy framework for third sector organizations and their top management. In the light of these policy guidelines, third sector organizations in general and managers in particulars can take specific measures which may play a crucial role not only in achieving performance goals of the third sector as well as attaining the competitive advantage of the organization in developing countries and specifically in Pakistan.

One of the most important contributions is that Pakistani managers and organizations policy makers should understand the importance of adapting different strategic orientations from commercial sector as a way forward for sustainability

(Hvenmark, 2013; Suykens et al., 2019). It may gradually evolve to introducing practices specifically designed and developed for the Pakistani Third Sector Organizations (TSOs) keeping in view Pakistani organization as well as cultural environment. As discussed thoroughly in the problem statement that third sector organizations are facing tough government regulations and donor's strict accountability Salamon et al., (2013) and therefore, only those organizations would survive that believe in independence and innovative methods to efficiently utilize funds for better sustainability and rely less on donors and corporate funds. For this, Social Entrepreneurship is the best orientation that top management should start incorporating in their organization culture (Syrjä et al., 2019). Managers should utilize technology and take bold decisions to encourage employees for out of the box solutions so that long term sustainable solutions can play a substantial breakthrough in resolving social issues remain pending for years. Akhuwat organization's micro financing was a quite risky decision but such bold decision has helped to achieve the best loan recovery model. Similarly, this research has provided detail arguments and base for all Pakistani managers of third sector organizations that why investment on Market Orientation and Brand Orientation should not be considered as an expense but actually work as an insurance against unforeseen events and how to survive in the long run. Marketing should not be limited to public relations and publicity for donors but should be carried out more comprehensively. All activities and information about beneficiaries should be coordinated and communicated to all stakeholders and at every forum to develop a better understanding at organization level. Even, there is a need to change mindset of program managers in Pakistani TSOs who believe there is no need to implement MORT in the non-profit sector and if implemented it may not be helpful in improving the performance. However, different researches even proved that MORT impact on performance would be stronger in the third sector than profit sector (Bhuiyan et al., 2005; Liao et al., 2011; Shoham et al., 2006). In this regard international TSOs may also take lead to prove themselves as role model organizations and just like corporate sector they may also introduce best practices they learnt from home country and implement in host country like best marketing communication strategies and how to brand your organizations as well as your programs for all stakeholders.

The strong relationship between marketing and organization performance is also proved in this study and discussed in detail in previous sections. An organization that always strive to serve its beneficiaries, donors and government by understanding their

needs, their preferences, their behaviour will always try to learn more about them (Choi, 2014). This knowledge actually helps to design more customized schemes, plans or products according to the target market and keeping in view cultural challenges. As Pakistan is culturally quite diverse country and in same province like Khyber Pakhtunkhwa, Chitral people follow a culture which is quite different than Swat people while ex-FATA (now newly merged/settled) region culture is more conservative than other parts of the province. Therefore, inside out approach of market orientations demands that third sector policy makers should focus more on understanding the relevant area culture before implementing a project. The pre-research should try to find out specific cultural challenges and what could be the best approach to access the society especially female segments. The research should also focus on finding product/scheme preferences, best plan for implementation of project and allocation of resources. However, the research finds that approach of Pakistani TSOs managers is very narrow as marketing is only limited to public relations and few promotional pamphlets while managers are reluctant to allocate any specific budget for it as they do not deny importance of marketing for Pakistani TSOs but allocation of fund to implement it extensively is not the priority of many organizations. There are many organizations which are doing quality work but their work could not get good coverage and promotion as they could not do good marketing programs and promote well to all stakeholders. While on the other side there are many organizations like Agha Khan Foundation and its affiliates, Sarhad Rural Support Program (SRSP), National Rural Support Program (NRSP), Human Development Foundation (HDF), Edhi Foundation and so many other organizations have very positive image in the market. They have good promotional plan, good relationship management through social media and different community engagement activities and would say that what market orientation real philosophy is, they are following it in good spirit. They have good inter departmental coordination; they do not hold information but rather share information with all departments and involve all stakeholders in all meetings for timely feedback and decision-making process. Such well-coordinated marketing strategies could help to achieve the targets and goals with better satisfaction of the beneficiaries and stakeholders. Therefore, third sector organizations will not only be able to achieve economic as well as non-economic and social performance goals in short run but will help to achieve these goals in long run. Those organizations that will start implementing this market orientation as an organization or operational philosophy, there is a better chance for them to achieve competitive advantage on competitors.

The MORT and LOR relationship also been established which shows that why market orientation is not only good for getting better knowledge about market and environment but also for developing a strong learning culture in the organization. An organization which has such good Market Orientation resources will be able to learn better about competitors, customers, government policies and regulations and what kind of changes and trends occurring in the third sector that can affect third sector organization mission and thus its overall performance. However, acquisition of knowledge is just not sufficient as best approach could be that how proactively a TSO respond to this information. Therefore, a better market-oriented organization will be able to coordinate and disseminate information across the organization. This will help to develop a better learning culture and managers can also learn where its organization stands and in which areas there is a need to improve the capabilities (Mahmoud, Mohammed Abdulai., Yusif, 2012). This will help to learn, unlearn and relearn by rectifying the mistakes and redeveloping the skills to improve the capabilities.

Another practical direction from this research for the managers in the third sector is to realize the importance of Brand Orientation philosophy. As discussed in problem statement that the third sector brand management is quite a new phenomenon (Schmidt & Baumgarth, 2014; Sepulcri et al., 2020) especially in the developing countries where even practitioners could not realize its importance for the third sector. In Pakistan, again management in the third sector do accept its importance at certain level but does not feel necessary to plan and allocate budget separately for it. A strong brand is kind of insurance against unforeseen crisis or event which could damage the reputation of a Non-Profit Organization (NPO). An NPO might be doing a good job for the society but without creating a good rapport and word of mouth it could not sustain in the long run and even could not raise the funds from individuals or corporate donors. After the quality service delivery, it is actually the brand image, perception of organization that creates difference in the mind of customer or donor. If any bad news or failure of service occurred there is a greater chance that it may lose the trust and support of its stakeholders and regaining the trust might become so difficult being a small brand or low profiled organization. However, if same things happen with any well-established organization like Agha Khan Rural Support Program (AKRSP) or Shaukat Khanum Memorial Cancer Hospital (SKMCH), then such organization can handle any bad crisis or failure in providing services to their beneficiaries.

Another way brand could become an asset and well sought organization resource is that how it is developed, positioned and understood by the organization and all stakeholders. If an organization clears all ambiguity and perceptions about organization as a brand then all stakeholders could expect and imagine what kind of quality services will be delivered, how promises will be fulfilled and what best organization culture they will experience at the office. How smoothly communication is exchanged and how all such experiences will help higher management to develop strong emotion and liking with brand and ultimately may lead to highest level of brand pyramid called brand resonance, brand actualization and brand love. All these measures will help third sectors just like commercial sectors to create better value for all stakeholders and thus attract new donors, satisfy the existing customers and create positive word of mouth for the potential customers/beneficiaries and to achieve the organization mission and goals as per the donors and government requirements. To sum up, more successful non-profit organizations will be more brand-oriented as proposed by different scholars like (Baumgarth, 2009; Keller et al., 2010; Michel & Rieunier, 2012; Napoli, 2006).

The outside-in approach of brand orientation also helps an organization to keep in touch with customers at different stages of the program execution and therefore enable information to be converted into knowledge that can be used to accomplish a competitive advantage. However, there could be many organizations having good access to information but due to poor skills and capabilities this information could not be utilized for achieving competitive advantage. As in the case of present study, organizations have good relationship between BRO and LOR but a poor link exists between BRO and Performance. This needs to be understood by managers and policy makers that may also discouraging them that there is no return on investment in Brand Orientation practices. The possibility could be that they do understand the importance of Brand Orientation but may be practicing at ad hoc basis or in critical situation to overcome any bad word of mouth. For example, organizations working on polio vaccination may not continuously promoting the benefits of polio vaccination but when people start protesting or complaining about this product, they start campaign for polio vaccination as a best tool to fight polio disease. Secondly, it may be practiced but there could be possibility that people externally as well internally may not be aware of what actually Brand Orientation is and how it is managed. As few employees even could not fill the questionnaire during data collection stage as they believe branding strategy is not relevant to third sector while

interestingly on other side, they were very much concerned about the brand and how it is valued in the community and as an employee one of the reasons for continuing job was brand reputation in the third sector. All these factors show that organization has somehow done a good job to build corporate brand but fail to communicate to its stakeholders. This is why Brand Orientation in the non-profit sector should not be ignored as scholars even argued that better brand oriented organizations are more trust worthy and thus able to raise more donation and attract good numbers of volunteers (Sepulcri et al., 2020).

Social Entrepreneurship is gaining a great attention in the literature and even a paradigm shift from public policy to business literature. This strategic orientation is very important for organizations to survive by introducing innovation, bringing changes in organization process and thinking out of the box to resolve the social problems of the society as well as of organization. Such innovation should be helpful in reducing the cost of the project and delivering the services to large beneficiaries in short span of time. This means that whatever services or products may be developed by the organization, they will be according to customers need and thus success rate of an organization will improve. However, the insignificant relationship between SEO and Organization performance in this study that supports (Covin & Schultz, 1994; Schmidt et al., 2015) notion, it could be explained that acquiring entrepreneurial orientation is not the ends but means to perform better. Secondly, third sector organizations in Pakistan do not plan for long term but short term and this is why mostly reluctant to invest for innovative tools and solutions to solve social issues. In other words, it could be concluded that acquiring SEO as a strategic resource is not the guarantee that organization will perform efficiently, therefore, organization should also have capability to know how intangible resources like SEO can be utilized by organization. Hence, when LOR is introduced as a mediator, the relationship between SEO and Performance becomes significant (Rupčić, 2016).

Pakistani Non-Profit Organizations therefore, need to use SEO as a tool for exploring new avenues for generating revenues and funds and innovative methods for solving social problems for long run stability which is the real issue of organizations that they may be able to get fund or find solution for short term but may not be concerned about long run viability of organization. Managers can effectively utilize technology as an innovative method for field force monitoring and solving social problems like virtual education for remote areas children or tele medicine facilities for providing health care

facilities. Therefore, organizations cannot ignore the role of SEO in the performance of third sector.

5.2.3 Policy Implications

This research also has different policy implications for donors, government and also for higher education administration. This research has highlighted different strategic orientations like MORT, BRO, SEO and LOR that could really help donors to design policies for measuring implementation of these orientations at organizational level. This could give better idea to the donors that how much these Pakistani organizations are engaged with beneficiaries, society members and other stakeholders which will be helpful to efficiently and effectively implement the project according to their requirements. This could increase satisfaction of the donors that donation will be efficiently utilized and also help in achieving non-economic goals (satisfaction and service delivery) economic goals (saving in expenses) as well as social goals. An organization with more Social Entrepreneurial culture will provide out of the box solution to the donors and thus donor will be interested to fund any such innovative solution. Donation might not be major concern for a donor but what major impact from non-economic, economic as well as social impact it has created in the target market. These strategic orientations are the best measures to evaluate the performance of the non-profit organization. If an organization has developed non-imitable, rare and valuable intangible resources then donor may feel satisfaction that its donation will help to achieve sustainable performance goals. This research also provides areas of interest on which donors need to work so that capabilities and scope of work can be enhanced.

Similarly, government role is also very relevant in the non-profit sector due to laws and regulation regarding Third Sector Organizations as well as being a major donor (Salamon et al., 2013). As a regulator, government of Pakistan could introduce rise in donation subject to how much professional practices and contemporary management concepts been introduced in the organization. Government should also regulate fund utilization by making it mandatory for TSOs to submit audit reports of previous projects. Apart from regulator role, government also works as a collaborator with third sector organization due to government or contract failures (Krashinsky, 1997) like poverty alleviation or educating women and we also observed during Covid19 pandemic. This is

why government always like to work with those organizations that are able to work at national level with better reputation and learning culture. The best example from Pakistan is Akhuwat that works on micro financing for poor by helping them in business ventures, skill programs and even working with Government of Pakistan Naya Pakistan Housing scheme and provides loans for small houses. The good thing is that recovery rate of these loan is almost 99% which is better than commercial banks. Such organizations will be able to serve large population with less cost and also able to learn from experiences that could be shared with government and partners to unlearn old practices and relearn new procedures for better execution of projects in future. Even many commercial banks are trying to develop skill of micro financing on Akhuwat model. This is why Pakistani government should introduce such policies that may facilitate third sector in enhancing skill and capacity and provides more freedom to utilize funds and execute programs efficiently. These policies should also be designed in such a way to facilitate all large and small organizations with better transparency to enhance capabilities across the sector.

This research also provides guidelines for education policy makers to focus research on unconventional sector like third sector to broaden the management practices. They should encourage researchers to find more areas that can be incorporated in third sector organizations for enhancing their performance and even learn best practices from third sector to adapt according to commercial sector requirements. Project management best practices could be utilized for better learning of project management students. Public universities are also established with the objectives to facilitate common people in acquiring best quality education at affordable rates. Therefore, these public universities also need to introduce these strategic orientations for enhancing performance as well as to reduce reliance on government funding. University scholars can also train the third sector managers that what different best practices from commercial sector can be adapted for the third sector to achieve performance goals efficiently and effectively. Therefore, this study has many implications and policy guidelines that could create a win-win situation both for commercial as well as third sector organizations.

5.3 Conclusion

This study is first in nature to examine the causal effect of different strategic orientations like Market Orientation (MORT), Brand Orientation (BRO), Social Entrepreneurial Orientation (SEO) on Organization Performance (Perf) in the presence of

Learning Orientation (LOR) as a mediator in the third sector organizations of Pakistan which is a developing country. This study is also significant to contribute in the literature by introducing Learning Orientation as a mediator in the presence of three different strategic orientations simultaneously. Therefore, this study is quite significant to provide strong empirical evidence that how different orientations perform in the presence of each other and how they affect the organization economic, non-economic and social effectiveness performance goals. The results prove that independently all these orientations have quite weak or insignificant effect on the Organization performance but when the same causal effect is measured under Learning Orientation as a mediator the results improve from weak to stronger and from insignificant effect to positive significant effect. This finding is very much in line with previous researches directions (e.g. (Deutscher et al., 2016; Lückenbach et al., 2019; Schweiger et al., 2019) who belong to school of thought that believes organization should not rely on a single orientation or use orientations as alternatives but use these different orientations with synergic effect that support and help to cover the deficiencies of each other. These orientations perform well when used in a complementary mode rather as rivals of each other.

The study also shows an evidence to support the arguments of scholars who believe in borrowing different management practices from profit sector to Non-Profit Sector for organizational efficiency and effectiveness (Chad, 2013a; Hvenmark, 2013; Hyojin, 2002; Maier et al., 2016). They are from such school of thought who strongly support experimentation and introduction of best business management practices from commercial sector into Non-Profit sector as this sector has also become very competitive and difficult to sustain due to funds and resources limitations.

This study is a first step in right direction that third sector organizations should understand and realize the importance of Market Orientation and Brand Orientation (BRO) which is considered irrelevant and an expense rather an investment for third sector organizations in country like Pakistan. This study also provides guidance for managers and policy makers that only those organizations will be able to survive and compete 21st century challenges which are good in marketing and promoting their projects, achievements and can better satisfy all stakeholders. Marketing should not be done in isolation but by keeping all departments and stakeholders in loop and maintaining good communication with all of them. Marketing is not all about advertising and public

relations but to understand and would say pre-empt expressed and latent needs of customers/beneficiaries and meet their needs above than their expectations. This could only be possible if organizations have good system of gathering data, information and always interact with stakeholders to get a good timely feedback. Similarly, Brand Orientation is not all about developing corporate image but to introduce a unified culture of understanding what the organization stands for and which philosophy the organization following and all these should be reflected through employees' actions, customers service delivery and donor's satisfaction. This is only possible when top management is able to communicate brand personality, positioning and brand value to all stakeholders with a consistent and frequent message. For this again, organization should have not only developed good relationship and associations with stakeholders but there is a need to remain vigilant to foresee any changes in the environment to better respond. However, most of the organizations could not perform well despite collecting information as they do not have capability to effectively utilize this information for improving performance. This is where Learning Orientation capability plays its role to support such intangible resources like Market Orientation and Brand Orientation. Therefore, all third sector organizations could not improve performance despite investing a lot on MORT and BRO if they have weak LOR capability or do not have good learning culture. Such learning culture could only be developed if there is a strong managerial commitment, shared vision and a good mechanism for transferring knowledge and positive will to learn from mistakes rather feeling regrets. This learning should not be reactive or generative loop learning but should be proactive or explorative loop learning to meet future challenges also. An organization equipped with such kind of learning capability can achieve good performance and ultimately competitive advantage on the competitors.

This study has also tried to reflect the importance of the Social Entrepreneurial Orientation (SEO) for the Third Sector Organizations (TSOs) as any organization survival is not possible without bringing change and introducing innovative technology or solutions to serve its stakeholders in more efficient and effective way and to get better edge on the competitors/collaborators. Such innovation and serving beneficiaries out of the box is very much important for TSOs as old and traditional methods will increase the cost of completing the projects or achieving the mission in a longer period and thus wasting the donor's money in non-productive activities. Therefore, donors would be more interested in those organizations which can complete the same mission or project in less

cost and in shorter period with better reach or coverage of beneficiaries. All these points suggest that social entrepreneurial orientation is also quite crucial for Non-Profit Organization non-economic, economic as well as in achieving social performance goals to perform better and achieve sustainable competitive advantages. Those organizations will remain behind in the race which are reluctant to invest in modernization/innovation as they consider it as an expense and more concerned about decrease in revenue. However, they may not be able to realize that this investment is only a source of survival as such investments are as per the motto of “survival of the fittest” and nothing else could be guaranteed for success and to compete in the long run. Such approach will focus more on short term goals, completing the projects and thus compromises on long term goals, growth and sustainable solution for stakeholders.

In this study in total seven hypothesis been proposed out of which five hypotheses been proved as per the discussion of the literature, while two hypotheses been rejected. The relationship between Brand Orientation (BRO) and Organization performance and Social Entrepreneurial Orientation and third sector organization performance been rejected as the relationship was insignificant, however, these relationships become significant in the presence of Learning Orientation (LOR) as a mediator which signifies a complete mediation exists. Similarly, the relationship between Market Orientation and third sector organization performance was found significant while this relationship becomes stronger in the presence of Learning Orientation which again proves a partial mediation exists. This research is first kind of effort to broaden the business management strategies scope by applying them in the non-profit sector and to enlighten the readers and business scholars as well as practitioners to start thinking about incorporating these strategies in the non-profit sector to better meet future challenges and compete well in the market with better skill and capabilities.

5.4 Recommendations for Future Research

The present study tried to cover many gaps mentioned in the literature however, in the light of limitations and findings of this study there are few areas which may be helpful for future research. One of the interesting future areas could be to conduct exploratory or qualitative study to find out what kind of challenges and barriers third sector organizations may face in pursuing strategic orientations like Market,

Entrepreneurial and Brand Orientations. Whether, it is possible for the TSOs to introduce such strategic orientations in the presence of such challenges and absence of supporting culture? Similarly, other variables like organization structure, leadership and organization politics could be studied as moderators to find out how these variables can affect positively or negatively on the performance of the third sector organizations. In the future, researchers should also focus on comparing these different strategic orientations in third sector organizations with public or private sector which may help in finding out how well different sectors utilize these orientations and how much change in performance may come with better or weak utilization of these orientations.

Another area in which researchers should work closely is to refine the measurement scales of Market Orientation, Brand Orientation, Entrepreneurial Orientation and Organization Performance (Perf) which should specifically designed and validated empirically for third sector organizations in all sector or at least could be adaptable according to requirements of all sectors. This would help to get more rigorous results which could be generalized for all sectors whether health, education or livelihood sector. Similarly, another interesting area to study in the future could be examining the comparisons of TSO performance in different sectors like education, health and livelihood areas to find out patterns of organization performance.

The present study has contributed well in the literature of resource-based view theory as well as dynamic capability theory with the addition of Brand Orientation as well as Learning Orientation respectively, therefore, in future more research is required to study this relationship with different orientations like Technology Orientation (TOR) and product/service orientation to find out how these orientations would behave or react in the presence of Learning Orientation as a mediator and how these orientations can affect the third sector organization performance (perf) positively or negatively.

The scope of the study was all TSOs working in Pakistan, however due to time and financial constraints, an equal and true presentation was not possible in this research and very well reputed organizations who are working only in Karachi or, Lahore and Quetta could not be accessed personally therefore in future research with equal representation should be ensured from all TSOs working in each provincial headquarters of Pakistan.

5.4 Limitations and De-Limitations of the Study

The research has tried to cover many gap areas mentioned in the literature however, there may be few possible limitations in this research both from methodology as well as design point of view. In the Non-Profit sector, employees and customers both have different views about different strategic orientation and organization performance but for this study customer perspective was not domain of this study. Therefore, this could be one of the delimitations of this study from sample profile perspective that both customers and employees could not be included for the same study. Another delimitation of this study was that it could not covers all strategic orientations of strategic management and similarly there could be other strong mediators and moderators in literature but this study could not cover all these different variables for this study.

In the similar context, another weakness of the study is the scope of the study, as this study has tried to cover organizations working in all provinces however; the study could not give true and equal representation to all TSOs in all provinces. This was due to limitation of the time and financial constraints that visit to far flung areas were not possible. Even though, they were mailed and approached but response was not so encouraging. There are few other limitations from methodology perspective which could also make a base for future research area. In this research for data collection technique personally, administered questionnaire been used as the use of strategic orientation in the third sector is bit new area to explore and to find out how much in true practice they are followed, a quantitative research may not present a complete picture. Therefore, a mixed method could be helpful to show the true picture of this sector which was not the domain of this study. Similarly, most of the researches like this one are cross sectional studies and no longitudinal research has been carried out so far. The longitudinal studies will be quite helpful in understanding how different strategic orientations been evolved and change over time. In this research only Learning Orientation has been used as a single mediator while experience, age, size has been used as control variables while in future same strategic orientations could be studied with other moderators or mediators to find out direct and indirect impact on sub dimension of organization performance.

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Appendix A

RESEARCH QUESTIONNAIRE

In Pakistan where government welfare services in various sectors like education, health, social uplift programme, employment etc. are very scarce; and whatever support is available it is mostly inadequate for lower and middle-class people especially in remote areas. In such a situation, Third Sector Organizations make an effort to bridge the gap. However, after the introduction of management techniques in Third Sector, it has become very critical for TSOs to utilize Strategic Orientations E.g. Market Orientation, Brand Orientations, Social Entrepreneurial Orientation and Learning Orientation in order to improve their performance among the competitors in generating funds and operations.

Dear Respondent,

A research is being conducted in the above perspective and information is required solely for academic purpose. It is requested from you to provide us your valuable input and return the research performa to the undersigned.

For any further information and queries you may contact the researcher on email or mobile number.

Email: imrankomsat11@gmail.com

Contact Number: [0342-9726689](tel:0342-9726689)

Kindly tick (✓) the relevant box in front of each statement to show the degree of your agreement or disagreement for organization being Market Oriented.							
Strongly Disagree = 1 Strongly Agree = 5							
S. No	Code	Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
	Code 1		1	2	3	4	5
1	MODO1	This organization regularly seeks feedback from its donors					
2	MODO2	This organization periodically assesses its donors' satisfaction with performance of projects/services					
3	MODO3	This organization actively searches for information on potential fundraising opportunities					
4	MODO4	This organization modifies ongoing projects/services based on feedback received from its donors					
Kindly tick (✓) the relevant box in front of each statement to show the degree of your agreement or disagreement for organization being Brand Oriented. Strongly Disagree = 1 Strongly Agree = 5							
			Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree

			1	2	3	4	5
5	MOIC1	The Interdepartmental transactions of this organization are slow (R)					
6	MOIC2	All the departments are actively involved in the process of planning the projects/services.					
7	MOIC3	The level of co-ordination between the departments in this organization is low					
8	MOPO1	This organization develops networks and shares resources with peer (Competitor) organizations					
9	MOPO2	Top management regularly discusses opportunities to collaborate with peer organizations.					
10	MOPO3	This organization regularly analyses strengths and weaknesses of peer (Competitor) NPOs					
11	MOPO4	This organization achieves strategic objectives through collaborative efforts with other organizations.					
12	MOBFO1	The organization objectives are primarily focused on beneficiary (Customers) satisfaction					
13	MOBFO2	This organization designs projects/services based on inputs received from research on beneficiaries (Customers)					
14	MOBFO3	The field staff of this organization maintains personal rapport with beneficiaries (Customers)					
Kindly tick (✓) the relevant box in front of each statement to show the degree of your agreement or disagreement for organization being Brand Oriented. Strongly Disagree = 1 Strongly Agree = 5							
			Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
	Code 2		1	2	3	4	5
15	BRORC1	This organization designs its integrated marketing activities to encourage consumers directly to use its programs/services					
16	BRORC2	This organization design its integrated marketing activities to encourage its suppliers, distributors and other key stakeholders to promote its programs /services to consumers					
17	BRORC3	This organization develops marketing programs that send consistent messages about its brand to its stakeholders					
18	BRORC4	This organization ensures that managers within the organization are aware of all of the marketing activities that involve the brand					
19	BRORC5	This organization is able to create a brand/sub brand structure that is well thought out and understood by its staff					
20	BRINT1	This organization keep "in touch" with its stakeholders' needs					
21	BRINT2	This organization has a system in place for getting stakeholders' comments to the people who can start change					
22	BRINT3	This Organization Invests adequate resources in programs/service improvements that provide better value to its stakeholders					
23	BRINT4	This organization focuses on creating a positive programs/services experience for its stakeholders.					
Kindly tick (✓) the relevant box in front of each statement to show the degree of your agreement or disagreement for organization being Brand Oriented. Strongly Disagree = 1 Strongly Agree = 5							
			Strongly Disagree	Disagree	Undecided	Agree	Strongly agree

	Code 2		1	2	3	4	5
24	BRINT5	The development of strong brand is top priority.					
25	BRAFF1	This organization develops detailed knowledge of what its stakeholders dislike about the brand					
26	BRAFF2	This organization develops detailed knowledge of what its stakeholders like about the brand (R)					
Kindly tick (✓) the relevant box in front of each statement to show the degree of your agreement or disagreement for organization being Social Entrepreneurial. Strongly Disagree = 1 Strongly Agree = 5							
			Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
	Code 3		1	2	3	4	5
27	SEINN1	This organization particularly emphasises on the development of new services or programs					
28	SEINN2	This organization often tries to find out innovative ways to solve problems					
29	SEINN3	This organization often provides new service projects or programs for potential customers.					
30	SEINN4	This organization often adjusts and amend the existing service projects/programs.					
31	SEPRO1	This organization seeks continuous improvements in daily operations and service delivery.					
32	SEPRO2	This organization achieves a position of leadership in similar organizations					
33	SERISK1	This organization is willing to take risk in order to seize and exploit opportunities					
34	SERISK2	This organization always commits to new sources of revenue, rather than maintaining the traditional sources of revenue					
35	SERISK3	This organization makes a full use of the potential opportunities in the environment with positive attitude.					
36	SEREC1	This organization is able to establish a broad partnership with other organizations					
37	SEREC2	This organization does consider the main interest of all the parties before making important policy decisions					
38	MC1	The managers frequently involve their staff in important decision-making processes.					
39	MC2	Employee learning is considered more of an expense than an investment.					
40	MC3	The Organization's management looks favourably on carrying out changes in any area to adapt to and/or keep ahead of new environmental situations.					
41	MC4	Employee learning capability is considered a key factor in this organization.					
42	MC5	In this organization, innovative ideas that work are rewarded.					
43	SP1	All employees have generalized knowledge regarding this organization's objectives.					
44	SP2	All parts that make up this organization (departments, sections, work teams, and individuals) are well aware of how they contribute to achieving the overall objectives.					
Kindly tick (✓) the relevant box in front of each statement to show the degree of your agreement or disagreement for organization being Learning Orientated. Strongly Disagree = 1 Strongly Agree = 5							
			Strongly Disagree	Disagree	Undecided	Agree	Strongly agree
			1	2	3	4	5

45	SP3	All parts that make up this organization are interconnected, working together in a coordinated fashion.					
46	OPEX1	This organization promotes experimentation and innovation as a way of improving the work processes.					
47	OPEX2	This organization follows up what other organizations in the sector are doing, adopting those practices and techniques it believes to be useful and interesting.					
48	OPEX3	Experiences and ideas provided by external sources (donors, customers, training institutes, etc.) are considered a useful instrument for this organization's learning.					
49	OPEX4	Part of this organization's culture is that employees can express their opinions and make suggestions regarding the procedures and methods in place for carrying out tasks.					
50	KTR1	Errors and failures are always discussed and analyzed in this organization, on all levels.					
51	KTR2	Employees have the chance to talk among themselves about new ideas, programs, and services that might be of use to the organization.					
52	KTR3	In this organization, teamwork is not the usual way to work.					
53	KTR4	The organization has instruments (manuals, databases, files, organizational routines, etc.) that allow what has been learnt in past situations to remain valid, although the employees are no longer the same.					
<p>Kindly tick (✓) the relevant box in front of each statement to show the degree of your agreement or disagreement for organization performing well or not. Strongly Disagree = 1 Strongly Agree = 5</p>							
	Code 5		1	2	3	4	5
54	PerfNEC1	The number of our clients / beneficiaries/ volunteers has risen in the last three years.					
55	PerfNEC2	We have been experiencing an increase in volunteer hours from our current volunteers.					
56	PerfNEC3	We have been able to implement our programs effectively in the last three years.					
57	PerfNEC4	Our donors and the service clients/beneficiaries display satisfaction with our programs.					
58	PerfNEC5	We have been serving more beneficiaries in the community.					
59	PerfNEC6	Organization has been providing more social services					
60	PerfNEC7	We enjoy a good image among our stakeholders					
61	PerfNEC8	Other organizations adapt themselves on what we do.					
62	PerfEC1	The organization has been able to meet its financial target in the past three years.					
63	PerfEC2	The organization has been able to generate more funds from donors in the past three years.					
64	PerfEC3	The organization has generated more revenue from operations in the past three years.					
65	PerfSEF1	The organization reach its target group.					
66	PerfSEF2	The target group accepts programs/services being offered by the organization.					
67	PerfSEF3	This organization fulfils its social mission.					

Background Information:

Kindly provide the relevant information and where necessary tick the relevant option.

a) Name of your Organization		b) Sector	i) Health _____ ii) Education iii) Livelihood _____ iv) Energy v) Advocacy _____ vi) Community Welfare _ vii) All Above _____		
c) Established Since		d) Number of employees in organization			
e) Operating in Pakistan Since		f) Respondent Demographics	Age	i) 20 - 25	ii) 25-30
				iii) 30-35	iv) 35-40
				v) 40 - 45	vi) any other _____
			Gender	i) Male	ii) Female
		Educational	i) Graduation	ii) Master	
			iii) PhD	iv) other _____	
g) Respondent Department	Program	h) Respondent Designation	Program Officer		
i) Managerial level	i) Lower ii) Middle iii) Top	j) Reporting to	Designation _____		
k) Respondent Office Location (City / Province)	Islamabad	l) Donor Organization Type	i. Corporate ii) Individual iii) Both		
m) Origin of Organization/ Parent Organization		n) Office Type	i) HO ii) RO iii) Branch iv) Any other _____		
o) Name of Founder of Organization (Optional)		p) Organization Structure	i) Centralized ii) Decentralized iii) Any other _____		

Appendix B

DATA ANALYSIS TABLES

Table No. I Respondent Office Location

		Office Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
	Islamabad	170	52.1	52.1	52.1
	Peshawar	121	37.1	37.1	89.3
	Quetta	1	.3	.3	89.6
	Dir	4	1.2	1.2	90.8
Valid	Rawalpindi	6	1.8	1.8	92.6
	Swat	12	3.7	3.7	96.3
	Karachi	2	.6	.6	96.9
	Mirpur has	10	3.1	3.1	100.0
	Total	326	100.0	100.0	

Table No. II Respondents Reporting Authority

		Reporting Authority			
		Frequency	Percent	Valid Percent	Cumulative Percent
	Policy Advisor	8	2.5	2.5	2.5
	Program Manager	143	43.9	43.9	46.3
	Director	97	29.8	29.8	76.1
Valid	Regional Head	52	16.0	16.0	92.0
	Provincial Head	3	.9	.9	92.9
	Chief Executive Officer	23	7.1	7.1	100.0
	Total	326	100.0	100.0	

Table No. III Size of Organization

		Number of Employees			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-20	26	8.0	8.0	8.0
	20-30	43	13.2	13.2	21.2
	30-40	23	7.1	7.1	28.2
	40-50	36	11.0	11.0	39.3
	50-60	23	7.1	7.1	46.3
	60-70	174	53.4	53.4	99.7
	250.00	1	.3	.3	100.0
	Total	326	100.0	100.0	

Table No. IV Name of Organizations

S. No	Name of Organization	Frequency	Percent	Valid Percent	Cumulative Percent
1.	AghaKhanKarachi	2	.6	.6	5.2
2.	AKEDuFoundation	1	.3	.3	5.5
3.	AKEDUS	2	.6	.6	6.1
4.	Azaan Skill Dev	1	.3	.3	6.4
5.	CDLD Peshawar	1	.3	.3	6.7
6.	CERD Peshawar	3	.9	.9	7.7
7.	CMDO Peshawar	5	1.5	1.5	9.2
8.	CRDO Peshawar	5	1.5	1.5	10.7
9.	CSRO Peshawar	6	1.8	1.8	12.6
10.	DAI	1	.3	.3	12.9
11.	EPIimmunization	1	.3	.3	13.2
12.	FELTP USAID	51	15.6	15.6	28.8
13.	FoundationForRural Peshawar	9	2.8	2.8	31.6
14.	Hamqadam	2	.6	.6	32.2
15.	HDF Islamabad	9	2.8	2.8	35.0
16.	HHRD	16	4.9	4.9	39.9
17.	HRD NETW	1	.3	.3	40.2
18.	HUJRA Peshawar	3	.9	.9	41.1
19.	Human Dynamics	3	.9	.9	42.0
20.	Human Rights watch	1	.3	.3	42.3
21.	ICRC	1	.3	.3	42.6
22.	IDEA Peshawar	12	3.7	3.7	46.3
23.	IMC World	10	.3	.3	46.6
24.	IndusResourceCentre	10	3.1	3.1	52.5

25.	IRC Islamabad	4	1.2	1.2	53.7
26.	IRM	1	.3	.3	54.0
27.	ISAPS	6	1.8	1.8	55.8
28.	ISTEP	4	1.2	1.2	57.1
29.	JhPiego	5	1.5	1.5	58.6
30.	KherKhegara Peshawar	11	3.4	3.4	62.0
31.	LAPH Islamabad	4	1.2	1.2	66.6
32.	NIDA	1	.3	.3	66.9
33.	NRSP	8	2.5	2.5	69.3
34.	PADO	12	3.7	3.7	73.0
35.	Paiman	1	.3	.3	73.3
36.	PEACE Peshawar	10	3.1	3.1	76.4
37.	Plan Intl	4	1.2	1.2	77.6
38.	RSPN	15	4.6	4.6	82.2
39.	SADO	1	.3	.3	82.5
40.	SAHIL	9	2.8	2.8	85.3
41.	Save The Children	2	.6	.6	85.9
42.	Secour Islamiq	3	.9	.9	86.8
43.	SOS Village	3	.9	.9	87.7
44.	SRSP Peshawar	25	7.7	7.7	95.4
45.	The Johnnastien	2	.6	.6	96.0
46.	The Network	3	.9	.9	96.9
47.	Trocaire	3	.9	.9	97.9
48.	Edhi Foundation	1	.3	.3	98.2
49.	Vision21	6	1.8	1.8	100.0
Total		326	100.0	100.0	

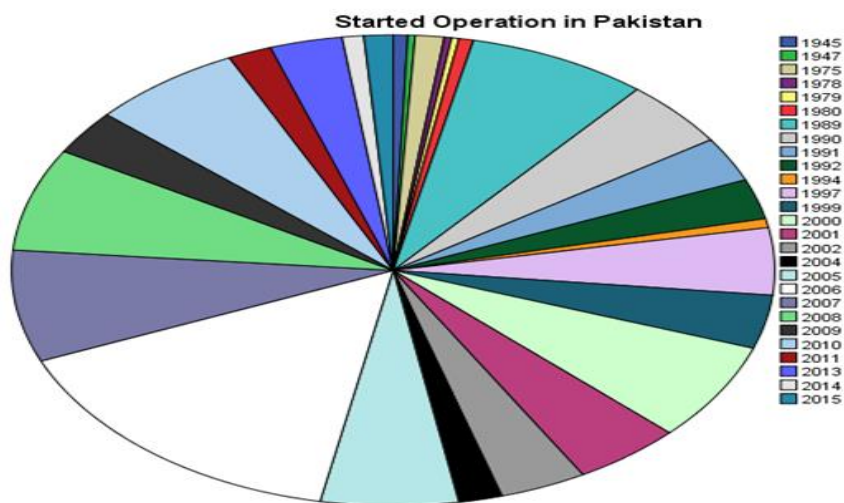


Table No. V Year of Operation in Pakistan

		Started Operation in Pakistan			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1945	2	.6	.6	.6
	1947	1	.3	.3	.9
	1975	4	1.2	1.2	2.1
	1978	1	.3	.3	2.5
	1979	1	.3	.3	2.8
	1980	2	.6	.6	3.4
	1989	25	7.7	7.7	11.0
	1990	15	4.6	4.6	15.6
	1991	10	3.1	3.1	18.7
	1992	9	2.8	2.8	21.5
	1994	2	.6	.6	22.1
	1997	15	4.6	4.6	26.7
	1999	12	3.7	3.7	30.4
	2000	22	6.7	6.7	37.1
	2001	15	4.6	4.6	41.7
	2002	12	3.7	3.7	45.4
	2004	6	1.8	1.8	47.2
	2005	19	5.8	5.8	53.1
	2006	51	15.6	15.6	68.7
	2007	25	7.7	7.7	76.4
	2008	23	7.1	7.1	83.4
	2009	10	3.1	3.1	86.5
	2010	21	6.4	6.4	92.9
	2011	6	1.8	1.8	94.8
	2013	10	3.1	3.1	97.9
	2014	3	.9	.9	98.8
2015	4	1.2	1.2	100.0	
Total		326	100.0	100.0	

Appendix C

CROSS Loadings

	BRAFF	BRINT	BRO	BRORC	EC	LOKTR	LOMC	LOOPEX	LOR	LOSP	MOBFO	MODO	MOIC	MOPO	MORT	NEC	PERF	SEF	SEINN	SEO	SEPRO	SEREC	SERISK
BRAFF1	0.896	0.593	0.681	0.463	0.175	0.094	0.021	0.212	0.187	0.183	0.208	0.058	0.041	0.223	0.194	0.043	0.137	0.159	0.139	0.224	0.137	0.148	0.201
BRAFF2	0.903	0.586	0.704	0.513	0.115	0.128	0.093	0.226	0.233	0.205	0.214	0.112	0.048	0.205	0.215	0.084	0.122	0.089	0.082	0.166	0.121	0.121	0.159
BRINT1	0.451	0.754	0.706	0.563	0.185	0.229	0.156	0.304	0.346	0.281	0.323	0.113	0.132	0.108	0.239	0.207	0.234	0.114	0.170	0.185	0.114	0.121	0.086
BRINT2	0.556	0.801	0.747	0.559	0.134	0.135	0.012	0.260	0.247	0.267	0.333	0.169	0.163	0.227	0.322	0.103	0.180	0.204	0.167	0.198	0.138	0.043	0.155
BRINT3	0.540	0.731	0.651	0.432	0.047	0.091	0.053	0.120	0.146	0.144	0.289	0.162	0.087	0.162	0.256	0.136	0.146	0.123	0.190	0.185	0.144	0.018	0.099
BRINT4	0.512	0.815	0.721	0.512	0.130	0.153	0.010	0.259	0.234	0.210	0.339	0.257	0.111	0.162	0.322	0.145	0.186	0.143	0.205	0.232	0.159	0.056	0.164
BRINT5	0.496	0.790	0.703	0.505	0.210	0.166	0.081	0.218	0.259	0.254	0.302	0.170	0.148	0.169	0.285	0.159	0.224	0.155	0.218	0.237	0.165	0.025	0.174
BRORC1	0.454	0.482	0.699	0.806	0.147	0.129	0.095	0.245	0.219	0.136	0.265	0.180	0.022	0.177	0.243	0.147	0.182	0.113	0.097	0.170	0.095	0.146	0.150
BRORC2	0.387	0.453	0.684	0.831	0.235	0.140	0.097	0.233	0.250	0.229	0.234	0.106	0.055	0.158	0.202	0.062	0.163	0.141	0.156	0.174	0.034	0.123	0.137
BRORC3	0.434	0.523	0.735	0.854	0.166	0.105	0.056	0.209	0.200	0.182	0.220	0.099	-0.017	0.169	0.179	0.125	0.180	0.133	0.143	0.198	0.090	0.135	0.171
BRORC4	0.460	0.592	0.765	0.835	0.164	0.185	0.184	0.258	0.312	0.257	0.286	0.195	0.086	0.165	0.271	0.148	0.201	0.149	0.206	0.259	0.175	0.153	0.166
BRORC5	0.491	0.654	0.778	0.789	0.108	0.254	0.136	0.241	0.334	0.312	0.378	0.211	0.158	0.228	0.354	0.208	0.216	0.132	0.218	0.218	0.141	0.060	0.121
LOKTR1	0.133	0.177	0.180	0.149	0.112	0.837	0.199	0.399	0.645	0.359	0.162	0.102	0.103	0.129	0.179	0.168	0.184	0.109	0.147	0.222	0.087	0.181	0.201
LOKTR2	0.164	0.231	0.248	0.227	0.080	0.871	0.181	0.396	0.682	0.451	0.268	0.251	0.179	0.194	0.326	0.141	0.145	0.076	0.111	0.185	0.084	0.145	0.180
LOKTR3	0.021	0.087	0.100	0.117	0.117	0.725	0.155	0.184	0.438	0.155	0.145	0.166	0.170	0.061	0.193	0.237	0.218	0.072	0.113	0.160	0.094	0.071	0.148
LOKTR4	0.003	0.069	0.075	0.091	0.187	0.604	0.162	0.220	0.390	0.094	0.045	0.174	0.134	0.137	0.181	0.200	0.221	0.085	0.118	0.138	0.032	0.037	0.149
LOMC1	-0.017	0.029	0.063	0.111	0.048	0.248	0.730	0.134	0.379	0.070	0.075	0.137	0.070	0.049	0.123	0.120	0.118	0.067	0.082	0.125	0.027	0.095	0.137
LOMC2	0.066	-0.003	0.033	0.042	0.090	0.058	0.666	0.035	0.263	0.110	0.011	0.071	0.042	0.124	0.093	-0.028	0.025	0.043	0.007	0.028	0.040	0.025	0.018
LOMC3	0.083	0.016	0.053	0.057	0.088	0.083	0.667	0.137	0.304	0.078	0.005	0.039	0.039	0.018	0.036	0.050	0.087	0.077	0.098	0.112	0.006	0.116	0.082
LOMC4	0.127	0.121	0.152	0.146	0.104	0.168	0.795	0.238	0.490	0.295	0.161	0.155	0.134	0.116	0.205	0.134	0.168	0.137	0.236	0.307	0.182	0.243	0.190
LOMC5	-0.021	0.075	0.082	0.110	0.092	0.209	0.731	0.235	0.458	0.218	0.042	0.138	0.155	0.123	0.165	0.198	0.194	0.100	0.176	0.176	0.088	0.130	0.069
LOOPEX1	0.205	0.241	0.250	0.204	0.121	0.214	0.156	0.723	0.578	0.496	0.120	-0.017	0.070	0.171	0.120	0.021	0.113	0.178	0.053	0.142	0.058	0.170	0.153
LOOPEX2	0.136	0.208	0.250	0.267	0.147	0.297	0.141	0.797	0.615	0.437	0.064	0.073	-0.001	0.185	0.124	0.200	0.209	0.087	0.117	0.185	0.060	0.152	0.186
LOOPEX3	0.166	0.279	0.266	0.220	0.176	0.325	0.237	0.753	0.599	0.313	0.130	0.081	0.075	0.052	0.121	0.278	0.329	0.265	0.195	0.290	0.129	0.189	0.278
LOOPEX4	0.228	0.183	0.219	0.182	0.138	0.401	0.180	0.746	0.618	0.348	0.160	0.064	0.110	0.134	0.166	0.310	0.298	0.147	0.161	0.243	0.098	0.187	0.225
LOSP1	0.072	0.166	0.182	0.191	0.174	0.303	0.277	0.342	0.594	0.792	0.184	0.156	0.050	0.147	0.201	0.162	0.219	0.166	0.129	0.191	0.112	0.069	0.195
LOSP2	0.239	0.301	0.297	0.230	0.104	0.283	0.165	0.455	0.619	0.845	0.199	0.174	0.160	0.113	0.232	0.150	0.188	0.167	0.204	0.250	0.112	0.101	0.223
LOSP3	0.210	0.258	0.278	0.245	0.102	0.341	0.133	0.480	0.623	0.797	0.138	0.140	0.041	0.167	0.184	0.154	0.172	0.110	0.202	0.218	0.080	0.016	0.217
MOBFO1	0.183	0.351	0.323	0.263	-0.005	0.129	0.130	0.079	0.161	0.129	0.833	0.262	0.251	0.280	0.580	0.037	0.102	0.235	0.190	0.171	0.074	0.063	0.086
MOBFO2	0.221	0.373	0.367	0.319	0.025	0.177	0.050	0.195	0.240	0.242	0.862	0.308	0.192	0.263	0.587	0.137	0.167	0.200	0.086	0.109	0.046	0.064	0.091
MOBFO3	0.180	0.291	0.294	0.260	-0.023	0.240	0.057	0.115	0.205	0.160	0.795	0.293	0.201	0.277	0.565	0.175	0.148	0.118	0.111	0.137	0.048	0.065	0.126
MODO1	0.103	0.233	0.212	0.179	0.018	0.142	0.166	0.040	0.169	0.155	0.357	0.789	0.349	0.210	0.642	0.214	0.179	0.094	0.180	0.178	0.115	0.029	0.108
MODO2	0.098	0.166	0.171	0.159	-0.016	0.213	0.140	0.074	0.208	0.177	0.263	0.827	0.349	0.181	0.614	0.144	0.100	0.029	0.092	0.158	0.098	0.068	0.171
MODO3	0.020	0.161	0.149	0.150	0.095	0.141	0.070	0.062	0.144	0.138	0.213	0.754	0.246	0.191	0.539	0.096	0.105	0.033	0.059	0.073	0.005	0.040	0.079
MODO4	0.065	0.128	0.124	0.110	0.049	0.198	0.114	0.035	0.163	0.125	0.229	0.726	0.310	0.214	0.561	0.232	0.210	0.120	0.028	0.081	0.075	-0.015	0.127
MOIC1	0.089	0.111	0.090	0.043	-0.012	0.168	0.152	0.015	0.137	0.075	0.197	0.337	0.807	0.101	0.483	0.062	0.051	0.041	0.080	0.054	0.032	-0.003	0.003
MOIC2	0.091	0.198	0.181	0.152	0.040	0.157	0.081	0.187	0.201	0.132	0.227	0.363	0.826	0.272	0.576	0.128	0.165	0.197	0.120	0.183	0.109	0.107	0.164
MOIC3	-0.090	0.067	-0.011	-0.045	-0.098	0.119	0.094	-0.038	0.064	0.022	0.190	0.260	0.751	0.054	0.413	0.085	0.055	0.087	0.143	0.033	-0.033	-0.030	-0.077
MOPO1	0.114	0.085	0.118	0.115	0.081	0.125	0.127	0.144	0.182	0.125	0.197	0.190	0.180	0.786	0.501	0.051	0.120	0.176	0.077	0.106	0.057	0.014	0.120
MOPO2	0.101	0.113	0.119	0.097	0.141	0.168	0.030	0.163	0.179	0.129	0.189	0.231	0.127	0.817	0.513	0.142	0.199	0.175	0.116	0.146	0.104	0.034	0.121
MOPO3	0.308	0.277	0.314	0.257	0.199	0.129	0.131	0.178	0.197	0.122	0.277	0.190	0.141	0.797	0.523	0.062	0.172	0.201	0.078	0.166	0.130	0.084	0.179
MOPO4	0.221	0.191	0.237	0.217	0.087	0.131	0.102	0.085	0.169	0.174	0.366	0.199	0.163	0.758	0.549	0.080	0.163	0.242	0.131	0.176	0.115	0.121	0.118

CROSS LOADINGS

	BRAFF	BRINT	BRO	BROR	EC	LOKTR	LOMC	LOOPEX	LOR	LOSP	MOBFO	MOD0	MOIC	MOPO	MORT	NEC	PERF	SEF	SEINN	SEO	SEPRO	SEREC	SERISK
PerfEC1	0.164	0.171	0.202	0.187	0.835	0.175	0.065	0.174	0.199	0.136	0.012	0.082	0.031	0.120	0.094	0.296	0.557	0.284	0.123	0.145	0.098	0.069	0.093
PerfEC2	0.125	0.154	0.172	0.159	0.884	0.138	0.093	0.177	0.199	0.148	-0.025	0.060	-0.079	0.114	0.038	0.330	0.598	0.294	0.136	0.155	0.048	0.089	0.126
PerfEC3	0.112	0.130	0.154	0.148	0.784	0.048	0.146	0.127	0.145	0.101	0.016	-0.048	0.008	0.179	0.056	0.162	0.460	0.303	0.105	0.138	0.073	0.083	0.109
PerfNEC1	0.084	0.198	0.174	0.140	0.212	0.116	0.093	0.116	0.130	0.034	0.115	0.096	0.111	-0.039	0.098	0.593	0.527	0.206	0.030	0.044	-0.026	0.076	0.046
PerfNEC2	0.076	0.124	0.162	0.189	0.187	0.029	0.066	0.096	0.093	0.067	0.142	0.090	0.006	0.012	0.094	0.588	0.510	0.191	0.003	0.032	-0.001	0.003	0.078
PerfNEC3	0.025	0.140	0.151	0.172	0.156	0.229	0.148	0.173	0.257	0.176	0.124	0.227	0.185	0.062	0.217	0.690	0.588	0.241	0.081	0.105	0.082	0.068	0.059
PerfNEC4	0.048	0.194	0.174	0.160	0.228	0.156	0.142	0.239	0.257	0.183	0.179	0.213	0.143	0.137	0.247	0.784	0.684	0.276	0.134	0.137	0.046	-0.030	0.153
PerfNEC5	0.060	0.171	0.143	0.110	0.226	0.169	0.093	0.219	0.242	0.189	0.118	0.193	0.066	0.077	0.172	0.734	0.627	0.206	0.088	0.074	-0.018	0.067	0.042
PerfNEC6	0.037	0.090	0.096	0.100	0.250	0.203	0.097	0.235	0.244	0.137	0.061	0.176	-0.005	0.097	0.133	0.757	0.649	0.204	0.145	0.160	0.051	0.030	0.157
PerfNEC7	0.030	0.081	0.062	0.039	0.273	0.189	0.112	0.197	0.217	0.103	0.052	0.135	0.084	0.110	0.143	0.743	0.655	0.228	0.091	0.110	0.086	0.054	0.064
PerfNEC8	0.048	0.083	0.076	0.060	0.263	0.165	0.092	0.210	0.225	0.158	-0.007	0.097	0.064	0.103	0.097	0.670	0.579	0.158	0.095	0.138	0.084	0.060	0.130
PerfSEF1	0.112	0.142	0.148	0.126	0.300	0.067	0.126	0.144	0.161	0.124	0.189	-0.008	0.075	0.191	0.157	0.232	0.542	0.866	0.155	0.200	0.046	0.204	0.148
PerfSEF2	0.132	0.185	0.177	0.138	0.337	0.077	0.131	0.187	0.191	0.146	0.186	0.122	0.149	0.255	0.258	0.249	0.568	0.872	0.155	0.191	0.057	0.119	0.167
PerfSEF3	0.114	0.170	0.177	0.159	0.274	0.141	0.072	0.245	0.240	0.201	0.204	0.112	0.148	0.212	0.243	0.316	0.591	0.867	0.160	0.188	0.068	0.086	0.166
SEINN1	0.196	0.313	0.302	0.248	0.079	0.137	0.185	0.141	0.245	0.246	0.156	0.167	0.190	0.104	0.219	0.097	0.151	0.180	0.852	0.661	0.258	0.073	0.284
SEINN2	0.107	0.247	0.227	0.194	0.141	0.113	0.189	0.189	0.245	0.210	0.166	0.102	0.191	0.089	0.190	0.104	0.175	0.180	0.860	0.650	0.264	0.095	0.228
SEINN3	0.036	0.146	0.134	0.126	0.133	0.175	0.147	0.171	0.228	0.154	0.103	0.070	0.082	0.097	0.126	0.107	0.158	0.132	0.878	0.683	0.274	0.138	0.257
SEINN4	0.079	0.126	0.131	0.120	0.142	0.110	0.118	0.097	0.163	0.142	0.104	0.073	0.024	0.143	0.129	0.114	0.163	0.123	0.807	0.680	0.318	0.134	0.320
SEPRO1	0.146	0.183	0.174	0.127	0.087	0.152	0.096	0.122	0.178	0.133	0.070	0.122	0.056	0.144	0.148	0.072	0.100	0.070	0.343	0.614	0.905	0.181	0.347
SEPRO2	0.107	0.144	0.139	0.108	0.064	0.016	0.100	0.079	0.096	0.086	0.049	0.047	0.041	0.082	0.081	0.026	0.053	0.046	0.234	0.536	0.873	0.130	0.354
SEREC1	0.197	0.097	0.164	0.163	0.132	0.160	0.187	0.239	0.239	0.088	0.095	0.045	0.057	0.104	0.108	0.030	0.122	0.179	0.137	0.463	0.175	0.918	0.347
SEREC2	0.062	0.020	0.070	0.101	0.033	0.116	0.145	0.174	0.170	0.046	0.040	0.027	0.013	0.039	0.044	0.076	0.093	0.094	0.094	0.395	0.141	0.885	0.276
SERISK1	0.130	0.122	0.123	0.084	0.076	0.107	0.057	0.144	0.170	0.168	0.038	-0.007	-0.047	0.132	0.047	0.054	0.100	0.119	0.197	0.522	0.298	0.209	0.753
SERISK2	0.145	0.084	0.130	0.128	0.119	0.166	0.125	0.235	0.255	0.188	0.069	0.146	0.040	0.132	0.149	0.091	0.138	0.116	0.251	0.602	0.341	0.269	0.817
SERISK3	0.189	0.203	0.229	0.203	0.108	0.240	0.161	0.265	0.327	0.252	0.169	0.212	0.123	0.136	0.237	0.159	0.206	0.195	0.298	0.610	0.283	0.330	0.773