**Stakeholder Orientation and Organizational Performance in an Emerging Market (2011)**

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**Abstract:** Previous research into Chinese firms’ stakeholder orientation has failed to identify these firms’ specific stakeholder groups. Additionally, there is little research in this line that reflects the recent Chinese constitutional transition. This study seeks to fill these gaps. It extends previous studies by identifying Chinese firms’ key stakeholder groups, drawing on the descriptive approach of stakeholder theory. Based on the identification, the authors examine how these stakeholder orientations influence organisational performance and how they interact. Interviews with managers from 107 firms show that customer, employee, shareholder, supplier and competitors are perceived as Chinese firms’ most important stakeholders; empirical studies using data collected from 307 Chinese firms reveal that orientations towards these stakeholders enhance organisational performance. Moreover, there are synergy effects existing between customer orientation and competitor orientation, while shareholder orientation has significant hindering effects upon competitor orientation as a reflection of recent institutional changes taking place in China.

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