INTRODUCTION

The market is undergoing a constant change and these changes are ruthless and global in nature. Rapid changes in technology are resulting into fast obsolescence and shift of management’s focus towards a renewed commitment to serve and satisfy customers. The main problem of today’s economy is its overcapacity – not products, but customers are in short supply, while the available products and services are becoming more and more similar. This change has begun in 1970, when the transition from the sellers’ to the buyers’ market took place.

Organizations are turning toward increased customer satisfaction as a key strategy to use in building long-term relationships (Patterson, Johnson and Spreng 1996) and few businesses can survive without establishing solid relationships with their customers (Hunt and Morgan, 1994; Dwyer, Schurr, and Oh, 1987). Customer satisfaction also contributes to customer retention (LaBarbera and Mazursky, 1983; Zeithaml, Parasuraman and Berry, 1996; Anderson and Sullivan, 1993; Anderson, Fornell, and Lehmann, 1994; Cronin and Taylor, 1992; Bearden and Teel, 1983; Boulding et al., 1993; Oliver and Swan, 1989; Oliver, 1980; Rust and Oliver, 1994; Newman and Werbel, 1973; Fornell and Wernerfelt, 1987, 1988). Thus, delivery of customer satisfaction is considered as the core of success in today’s highly competitive world of business (Jamal and Naser, 2002). Most organizations can achieve success only by satisfying their customers’ needs (Coelho & Sousa, 2011). In this regard, front line employee behavior can have a great impact on overall customer satisfaction (Parasuraman, Zeithaml and Berry, 1985).

Frontline employees frequently act as a bridge between a firm and its customers, closest to customers as they are the ones who interact directly with the customers and the quality of the service delivery depends on the interaction between the employee and the customer (Masdek, 2011). Research in the past indicates that front line employees are direct participants in implementing customer service orientation successfully and effectively.
Thus, customers often base their evaluation of their satisfaction with a company largely on the services provided by the customer contact employees (Stock and Hoyer, 2002). Consequently, the employees’ level of customer orientation is considered an important leverage for service firms’ economic success (Bitner, Booms & Tetreault, 1990; Bove and Johnson, 2000; Sergeant and Frenkel, 2000).

Customer oriented frontline employees deliver better service quality (Peccei and Rosenthal 1997), increased customer satisfaction (Hennig-Thurau, 2004) and build long-lasting relationships with their customers (Bove and Johnson, 2000). The importance of being customer-oriented is well established in the literature (Aggarwal and Gupta, 2005). Thus, companies can positively affect customer satisfaction by increasing the customer-oriented behavior of their salespeople. Customer needs are satisfactorily met when firms employ customer oriented strategy (Narver and Slater, 1990; Deshpande, Farley and Webster, 1993; Slater and Narver, 1994; Han, Kim and Srivastava, 1998; Kennedy, Goolsby, & Arnould, 2003; Hennig-Thurau, 2004).

In a highly competitive environment, it is fatal for a business not to be customer-oriented (Dimitriades, 2006), when it is widely known that customer-oriented firms perform better than those firms who do not employ such orientations (Appiah-Adu and Singh, 1999; Deshpande Farley, and Webster 1993; Donavan, Brown, and Mowen, 2004; Kohli and Jaworski, 1990; Narver and Slater, 1990; Slater and Narver, 1994). Therefore, there is an interest in determining factors which can lead to and increase the customer-orientation of these customer contact employees.

MARKET ORIENTATION OF A FIRM

In order to understand customer orientation in right perspective, it is necessary to understand it at organizational and individual level. The concept of market orientation has received a great deal of attention in literature (Kohli and Jaworski, 1990, Narver and Slater, 1990) and is a cornerstone of marketing discipline (Kohli and Jaworski, 1990). A market-oriented firm is one which successfully applies the marketing concept (Kohli and Jaworski, 1990; Pitt et al., 1996; Caruana, Pitt & Berthon, 1999). The heart of market orientation is customer focus. Firms are more successful, when they focus on customer
needs (Kelley, 1992; Donavan, 2004). Market orientation emphasizes competitiveness and profit based on identifying consumer needs, wants and aspirations and delivering compatible offerings which are competitively better than that of competitors (Blankson and Ming-Sung 2005). More broadly, market orientation is concerned with the processes and activities associated with creating and satisfying customers by continually assessing their needs and wants and doing so in a way that there is a demonstrable and measurable impact on business performance (Uncle, 2000). Market orientation is the major determinant in creating sustainable competitive advantage and hence long term profit (Levitt, 1970).

Researchers in the past conceptualized market orientation as a set of specific behaviors and activities, a basis for decision making, as a resource and capability, an aspect of organizational culture (Kohli and Jaworski, 1990; Hunt and Morgan, 1994; Shapiro, 1988; Day, 1994; Deshpande, Farley and Webster, 1993; Slater, Stanley and Narver, 1995). Different researchers have defined market orientation in a different way, For instance:

- Kohli and Jaworski (1990) defined market orientation as the organization wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization wide responsiveness to market intelligence.
- Narver and Slater (1990) define market orientation as the sufficient understanding of one’s target buyers to be able to create superior value for them continuously.
- Becker and Homburg (1999) states that market orientation is the degree to which the different management systems of an organization are designed in a market-oriented way.
- Ruekert (1992) defines the level of market orientation as the degree to which the business unit obtains and uses information from customers; develop a strategy that meets customer needs and implements that strategy by being responsive to customers’ needs and wants.
- Day (1994) says that market orientation represents superior skills for understanding and satisfying customers.
• Hunt and Morgan (1994) have described market orientation as; systematic gathering of information on customers and competitors, both present and potential, systematic analysis of the information for the purpose of developing market knowledge and systematic use of such knowledge to guide strategy recognition, understanding, creation, selection, implementation, and modification.

• Lado, Maydeu-Olivares and Rivera (1998) explain market orientation as the extent to which firms use information about their stakeholders to coordinate and implement strategic actions. Market orientation is conceptualized as consisting of following nine facets:
  - Analysis of the final customers
  - Analysis of intermediate customers (distributors)
  - Analysis of the competitors
  - Analysis of the market environment
  - Strategic actions on the final customers
  - Strategic actions on intermediate customers (distributors)
  - Strategic actions on the competitors
  - Strategic actions on the market environment
  - Inter-functional coordination

• Bisp (1999) defines market orientation as a series of actions to obtain, analyze and apply information about current and new customers, consumers and competitors.

• Blankson and Ming-Sung (2005) state that market orientation emphasizes competitiveness and profit based on identifying consumer needs, wants and aspirations and delivering compatible offerings which are competitively better than that of competitors.

**APPROACHES OF MARKET ORIENTATION**

Jaworski, Kohli and Sahay (2000) stated that there are two approaches to being market-oriented; a “market-driven approach” and a “driving-market approach”, which are described as follow:
• **Market-Driven:** Market-driven refers to a business orientation that is based on understanding and reacting to the preferences and behaviors of actors within a given market structure. Market driven firms put the customer interest first throughout the organization – the goals and objectives, the strategy, the culture, and the structure, demonstrate superior ability to understand attract and keep valuable customers (Day, 1999), gain a more sustainable competitive advantage by delivering value to customers. The aim of market driven organization is to gather, interpret, and use market information in a more systematic, thoughtful, and anticipatory manner than in other firms (Day, 1994). Market driven firms have superior market sensing, customer linking and channel bonding capabilities.

• **Driving Market:** Market driving approach anticipates the changing nature of the market and developing strategies to adapt the organization to ensure long-term success. Two perspectives have been examined in market driving studies; internal perspective and external perspective.

  a. **Internal Perspective:** From internal perspective market driving firms are characterized by radical business innovation on two dimensions: uniqueness of business system and revolution in customer value proposition. Business system was defined as the configuration of different activities required to create, produce, and deliver the value proposition to customer. Value proposition as the combination of benefits, acquisition efforts/costs, and price offered to customers (Kumar, Scheer & Kotler, 2000).

  b. **External Perspective:** According to the external perspective market driving is associated with changing the composition and/or roles of players in a market and/or behaviors of players in the market (Jaworski, Kohli and Sahay, 2000).

  Narver, Slater & MacLachlan (2004) divided market orientation into responsive (market driven) and proactive market orientation (market driving). Responsive market orientation (addresses the expressed needs of the customer) is generally regarded as being market-driven, whereas proactive market orientation (addresses the latent needs of the customer and creates opportunities for providing value to
the customer or refers to discovering, understanding and satisfying latent customer needs) is more compatible with the emerging concept of market driving (Mohr and Sarin, 2009). Consequently, market orientation incorporates both responsive and reactive behavior.

a. **Responsive Market Orientation:** A responsive market orientation is a business’s attempt to understand and to satisfy customers’ expressed needs (Narver, Slater & Mac Lachlan, 2004).

b. **Proactive Market Orientation:** Proactive market orientation is the attempt to understand and to satisfy customers’ latent needs, i.e. about which the customer is unaware) (Narver, Slater & Mac Lachlan, 2004)).

Both approaches market driven and market driving focused upon the customer, competition and market conditions and are needed for long term performance (Bodlaj & Rojšek, 2010). Market driven and market driving approaches are complementary (Jaworski, Kohli and Sahay, 2000).

**PERSPECTIVES OF MARKET ORIENTATION**

The market orientation has been studied from a number of perspectives; namely, decision-making perspective, market intelligence perspective, culture based behavioral perspective, strategic perspective, customer orientation perspective, system-based perspective, market-based organizational-learning perspective and customer relationship perspective (Shapiro, 1988; Kohli and Jaworski, 1990; Narver and Slater, 1990; Ruekert, 1992; Deshpande, Farley and Webster, 1993; Hunt and Morgan, 1994; Becker and Homburg, 1999; Sinkula, Baker, and Noordewier, 1997; Baker and Sinkula, 1999).

The literature on market orientation suggests that culture based perspective based on Narver and Slater (1990) and behavioral perspective based on Kohli and Jaworski (1990), are two perspectives which have been extensively examined by researchers and practitioners. Both perspectives include an element which require each and every employee of a firm to focus on needs, wants, and preferences of their customers (Dursun and Kilic, 2011).
i. Cultural Perspective of Market Orientation: From cultural perspective, Narver and Slater (1990) defined market orientation as the organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior performance for the business. Several researchers in the past consider market orientation as corporate culture (Hartline, Maxham and McKee, 2000 and Deshpande, Farley and Webster, 1993) that influences how employees think and act (Dobni and Luffman, 2000) and are committed to place the highest priority on the profitable creation and maintenance of superior customer value (Slater and Narver, 1994; Narver and Slater, 1990; Slater and Narver, 1995; Deshpande and Webster, 1989; Deshpande, Farley and Webster, 1993; Day, 1994). As such, it establishes norms for behavior regarding the organization-wide development of and responsiveness to information about customers and competitors, both current and potential (Slater and Narver, 2000). Many scholars in the past have adopted the cultural perspective when conducting research into market orientation (Han, Kim& Srivastava, 1998). According to Hart (2003) market orientation is “a unifying corporate culture” a guiding philosophy for the whole organization.

The literature indentifies ‘customer orientation’, ‘competitor orientation’, ‘interfunctional coordination’ (Narver and Slater, 1990) and ‘profit orientation’ (Deng and Dart, 1994), as different dimensions of market orientation and two decision criterion long term focus and profitability. These are explained below:

- Customer Orientation: Customer orientation refers to the firm’s sufficient understanding of its target buyers to be able to create superior value for them continuously (Narver and Slater, 1990), which puts “the customer's interest” first (Deshpande, Farley and Webster, 1993). Customer orientation of firm is crucial because it requires that a seller understands a buyer’s entire value chain, not only as it is today but also as it will evolve over time subject to internal and market dynamics that enables customer-oriented salespeople not only discuss a product’s pros, but also to point out its disadvantages and limitations (Swan and Nolan, 1985; Narver and Slater, 1990).
• **Competitor Orientation**: Competitor orientation of an organization has been defined as the sellers’ understanding of the short-term strengths and weaknesses and long-term capabilities and strategies of both the key current and key potential competitors. Competitor orientation enables the business to continuously learn and monitor the strategies and capabilities of the business that are the principal alternative current or future satisfiers of the target customer’s needs (Mamat and Ismail, 2011). A company that adopts a competitor orientation tracks competitors’ moves and their levels of market share on a market by market basis. Competitor orientation enables a firm to compare its capacities and offerings with those of its competitors (Safarnia, Akbari and Abbasi, 2011). Companies must do competitor analyses and contemplate possible solutions that might fulfill current and future customer needs and expectations (Levitt, 1960 as cited in Schalk, 2008).

• **Inter-Functional Coordination/Integrated Marketing**: Inter-functional coordination of an organization has been defined as the coordinated utilization of company resources in creating superior value for target customers. Inter-functional coordination describes the ability of different functional areas to accommodate disparate views and work around conflicting perspectives and mental models by putting aside functional interests for the better of the organization as a whole (Seigyoung and Top, 2005). Inter-functional orientation means that every functional area must work collectively to create superior value for customers. All departments must be sensitive and responsive to the perceptions and needs of all other departments in this effort (Mamat and Ismail, 2011).

• **Profit Orientation**: The fundamental aim of every enterprise is to increase the profitability and stay ahead of competitors. Few scholars in the past have incorporated profit focus notion within their definition of market orientation. Profit orientation is an inherent practice in day to day operations of most successful business organizations. Thus, if a firm does not have a strong profit emphasis, its market orientation is reduced (Deng and Dart, 1994; Dobni & Luffman, 2000).
Thus, market orientation has been defined as the process of gathering information from marketplace (customers, competitors, supply chain partners, and environmental trends), analyzing, distributing and sharing the information throughout the organization (Moorman, 1995; Lee, et al., 2009).

ii. Behavioral Operative/Process Perspective of Market Orientation

From behavioral perspective, market orientation is defined as the organization-wide generation of market intelligence pertaining to current and future needs of customers, dissemination of the intelligence across departments, and organization-wide responsiveness to it (Kohli and Jaworski, 1990). Market intelligence is seen to be based not just on verbalized customers’ opinions but a much broader concept that includes consideration of: exogenous market factors (e.g. competitors, regulation) that affect customer needs and performance; and current and future needs of customers (Kohli and Jaworski, 1990; Pitt, Caruana and Berthon, 1996). Researchers, such as Kohli and Jaworski (1990), Kohli, et al., (1993) and Thaurau (2002) view market orientation as a behavioral component. According to Kohli and Jaworski (1990) the behavioral perspective of market orientation entails:

- **Generation of Market Intelligence**: Intelligence generation refers to the collection and assessment of both customer needs/preferences and the forces (task and macro environments) that influence the development and refinement of those needs. Intelligence generation goes beyond the verbalization of customer needs and includes consideration of exogenous market factors that affect customer needs and preferences and current as well as future needs of customers (Kohli and Jaworski, 1990, Alhakimi and Baharan, 2009). Market intelligence refers to the collection and assessment of both customers’ current and future needs plus the impact of government regulation, competitors, technology and other environmental forces (Mamat and Ismail, 2011).

- **Dissemination of Market Intelligence**: Intelligence dissemination refers to the process and extent of market information exchange within a given organization. Effective dissemination of market intelligence is seen as vital act since it provides...
a shared basis for collaborative efforts by different departments (Mamat and Ismail, 2011).

- **Organization-wide Responsiveness to Market Intelligence**: Responsiveness is action taken in response to intelligence that is generated and disseminated (Kohli, Jaworski, and Kumar, 1993). Responsiveness involves the extent to which companies adjust their marketing policies in the light of market intelligence. The responsiveness involves the selection of target markets, the design and selection of products and services, the production, distribution and promotion of the product (Bunic, 2007). Furthermore, responsiveness composed of two set of activities; Response design (using market intelligence to develop plans) and Response implementation (executing such plans) (Jaworski and Kohli, 1993).

To conclude, behavioral perspective describes market orientation as obtaining, distributing and sharing the information throughout the organization to meet selected customer needs.

Several researchers in the past assumed that these two perspectives are similar as both perspectives highlight the importance of gathering information about customers, competitors and disseminating among departments to create superior value for them.

**ANTECEDENTS OF MARKET ORIENTATION**

Several researchers in the past have investigated the antecedents of market orientation (Webster 1988; Day, 1994; Jaworski and Kohli, 1993; Narver and Slater, 1990; Slater and Narver, 1995; Matsuno, Mentzer, and Ozscheer, 2002; Kirca, Jayachandran, and Bearden, 2005). These are internal antecedents (organizational factors that enable the adoption of market orientation concept) and external antecedents (environmental factors that stimulate the firm’s adoption of a market orientation).

1. **Internal Antecedents**

Cervera, Molla, & Sanchez (2001) posited organizational features (organizational size, resources and capabilities, organizational culture and entrepreneurship) as additional
antecedents of market orientation. Internal antecedents are grouped into three broad categories; top management factors, interdepartmental factors, and organizational systems.

- **Top Management Factors or Senior Management Factors**: Top management factors, which refer to top management emphasis and commitment towards satisfaction of consumer needs, significantly influence the level of market orientation in an organization. Top managers are the initial strategy makers and have the power to insert the concept of market orientation in the mission statement and overall strategy. Top managers shape the values and orientation of an organization (Webster 1988; Day, 1994; Jaworski and Kohli, 1993; Narver and Slater, 1990; Slater and Narver, 1995) encourage individuals in the organization to track changing markets, share market intelligence with others in the organization, and be responsive to market needs (Jaworski and Kohli, 1993). Several scholars in the past found that senior management factors (their commitment and risk aversion) play a dominant role in fostering market orientation (Hammond, Webster and Harmon, 2006).

- **Interdepartmental Factors**: Inter-departmental factors include; interdepartmental connectedness and conflict.
  
  a. **Interdepartmental Connectedness**: Inter-departmental connectedness, or the extent of formal and informal contacts among employees across various departments, enhances market orientation by leading to greater sharing and use of information (Kennedy, Goolsby and Arnould, 2003). Researchers in the past have shown that interdepartmental connectedness play a critical role in satisfying customers and positively influence market orientation in an organization (Narver and Slater, 1990). On the contrary, lack of interdepartmental connectedness hampered the dissemination of market intelligence among departments.

  b. **Interdepartmental Conflict**: Inter-departmental conflict, or the tension between departments that arises from divergent goals, inhibits concerted responses to market needs and thus diminishes market orientation (Jaworski and Kohli, 1993).
Past literature reveals that interdepartmental conflict negatively influences market orientation in an organization because it makes difficult for the organization to develop coordinated responses to market needs.

- **Cohesive Organizational Systems:** Organizational systems refer to three structural variables; centralization, formalization and departmentalization and two employee-related variables or systems; market-oriented training and market-based reward systems (Jaworski and Kohli, 1993) or refers to the formal and informal characteristics of an organization.

  a. **Centralization:** Centralization refers to the extent to which decision-making authority is delegated to lower levels in an organization and is negatively related to market orientation because it makes it more difficult for organization to disseminate and utilize the market information (Matsuno, Mentzer and Ozsomer, 2002). Centralization means the inverse of the amount of delegation of decision-making authority throughout the organization and the extent of participation by organizational members in decision-making (Jaworski and Kohli, 1993).

  b. **Formalization:** Formalization, on the other hand, is the extent to which roles, procedures, and authority are defined. Formalization is also negatively related to market orientation because it is an obstacle to effective use of market intelligence (Jaworski and Kohli, 1993).

  c. **Departmentalization:** Departmentalization refers to the number of departments into which organizational activities are segregated and compartmentalized (Jaworski and Kohli, 1993).

  d. **Market Oriented Training and Market based Reward Systems:** Reward systems are instrumental in shaping the behavior of employees (Jaworksi and Kohli, 1993). Both market-oriented training and market-based reward systems are positively related to market orientation because they enhance and motivate employees’ sensitivity and behaviors to customer needs (Ruekert, 1992).
A Meta-analysis by Kirca, Jayachandran and Bearden (2005) has shown that only connectedness, top management emphasis and reward system orientation were significantly related to market orientation.

- **Organizational Features:** Organizational features, such as organizational size (as the sales volume), resources (skills) and capabilities (market sensing and customer linking), organizational culture (set of shared assumptions and understandings about organizational functioning) and entrepreneurship (as an organizational response to increasingly complex environments) considered as predictor of a market orientation. Several authors have posited that there is positive association between organizational features and organizational level of market orientation (McNamara, 1972; Miles and Arnold, 1991; Wong et al., 1989; Harris and Piercy, 1997).

2. **External antecedents**

Jaworsky and Kohli (1993) suggested three environmental factors; market turbulence, technological turbulence, competitive intensity that influence the linkage between market orientation and business performance, and these are explained below:

1. **Market Turbulence:** Market turbulence refers to the rate of change in the composition of customers and their preferences (Hult et al., 2006). When market turbulence is low, organizations have reduced pressure to adopt a market orientation stance given the stability in the market and/or the lack of effective competition for customers (Zebal and Goodwin, 2011).

2. **Competitive Intensity:** Competitive intensity means the extent to which competition prevails in the market. In the absence of competition, companies perform well even if they are not market oriented. Consequently, in case of high competition, customers have many alternative options to satisfy their needs and wants. In such a case, an organization that is not market oriented is likely to lose customers to competition and fare poorly (Kohli and Jaworski, 1990). The intensity of competition in an industry is neither a matter of coincidence nor bad luck. Rather, competition in an industry is rooted in its underlying economic structure.
and goes well beyond the behavior of current competitors. The state of competition in an industry depends on five basic competitive forces. Rivalry among existing firms, threat of new entrants, threat of substitute products, bargaining power of suppliers and bargaining power of buyers (Porter, 1980).

3. **Technological Turbulence (Rate of Technological Change):** Technological turbulence is defined as the degree of change associated with product and process technologies in the industry in which a firm is embedded (Hult et al., 2006). Technological turbulence is considered to be important environmental factors that moderate the relationship between market orientation and business performance. In industries characterized by rapidly changing technology, market orientation may not be as important as it is in technologically stable industries. Therefore, market orientation is likely to be more strongly related to business performance in low rather than highly turbulent industries (Bunic, 2007).

**CONSEQUENCES OF MARKET ORIENTATION**

Several authors (Cervera, 2001; Siguaw, Brown and Widing, 1994; Kohli and Jaworski, 1990) have carried out research on market orientation consequences and organized these consequences into following four categories:

- **Organizational Performance** (overall business performance, profit, sales and market share): A greater market orientation is likely to lead to increased demand and sales, better margins, more market share and increased profits. In prior literature, researchers have reported that developing a market orientation is positively associated with superior performance for the firm (Kirca, Jayachandran, and Bearden, 2005; Harris and Ogbonna, 2001; Langerak, 2001; Shoham and Rose, 2001; Slater and Narver, 2000; Narver, Slater, and Tietje, 1998; Day, 1994; Slater and Narver, 1994; Deshpande, Farley and Webster, 1993; Jaworski and Kohli, 1993; Ruekert, 1992; Narver and Slater, 1990). Day (1994) suggested that the degree of Market orientation possessed by an organization is positively correlated with its capabilities to support and sustain behavior conducive to the development of this orientation. Capabilities are complex
bundles of skills and knowledge that are exercised through organizational processes. Capabilities include market sensing, customer linking, competitor sensing and customer service (Day, 1994).

- **Market Sensing**: Market-sensing capability concerns a firm's ability to learn about customers, competitors, channel members and the broader market environment in which it operates (Morgan, Vorhies and Mason, 2009). Market-sensing capability as a way to facilitate understanding of the creation of market orientation (Foley and Fahy, 2004). Market-sensing capability is comprised of four dimensions: Learning orientation, Organizational systems, Market information, and Organizational communication.

- **Customer Linking**: Customer linking refers to the ability to build close relationships with customers.

- **Customer Consequences** (perceived quality of product/services, customer loyalty and customer satisfaction): Market oriented firms create superior value for customers’ leads to more satisfied customers who spread the good word to other potential customers and keep coming back to the organization (Schalk, 2008). Research findings show that market orientation leads to customer satisfaction, customer loyalty and service quality (Siguaw, Brown, and Widing, 1994; Kohli and Jaworski, 1990).

- **Innovation Consequences** (firms’ innovativeness; their ability to create and implement new ideas, products, and processes and new product performance (e.g., the success of new products in terms of market share, sales, return on investment). Empirical findings from prior literature suggested that market orientation leads to innovativeness (Appaih-Adu and Singh, 1998). Market oriented firms use greater information to meet customer needs and become innovative in their actions.

- **Employee Consequences** (organizational commitment, employee team spirit, job satisfaction, customer orientation (e.g., the motivation of employees to satisfy customer needs), reduced role conflict: Market orientation is positively linked with teamwork, organizational commitment and job satisfaction, (Jaworski and Kohli, 1993; Kohli and Jaworski, 1990; Ruekert, 1992). Market oriented firms
enhance employee confidence, instill pride and motivate them to exert extra efforts to provide superior values to customers (Colak, 1998).

Service firms that adopt market oriented strategies should gain a competitive advantage from these efforts (Brady & Cronin, 2001).

CUSTOMER SERVICE ORIENTATION

Individual level customer orientation (which is being referred as customer service orientation in the present study) of service employees has received considerable interest in recent years and is one of the most popular research topics in marketing (Dubinsky and Staples, 1981; Saxe and Witz, 1982; Brookbank, 1995; Peccei & Rosenthal, 2000; Hennig-Thurau, 2004; Kennedy, Lassk & Goolsby, 2002; Hoffman & Ingram, 1992; Dunlap, Dotson and Chambers, 1988; Kelley, 1992; Michaels and Day, 1985). Customer oriented selling is an illustration of an implementation of marketing concept at the level of individual salesperson and customer interaction (Saxe & Weitz, 1982) or way of doing business on the part of salespeople.


Scholars have used the terms, such as customer orientation, customer orientation of service employees, customer oriented behavior to describe individual level customer orientation. In line with previous studies, these terms are also used interchangeably in the
present study. The most common definitions of customer orientation of service employees have been described as follow:

- Bell and Emory (1971) defines customer orientation as knowledge about the customer, which requires a thorough understanding of his needs, wants, and behavior, should be the focal point of all marketing action. It implies the development of products and services to meet these needs.
- Saxe and Weitz (1982) defined that customer-oriented behavior can be seen as a degree to which sales people practice the marketing concept by trying to help their customers make purchase decisions that will satisfy their needs.
- Brook bank (1995) presented a new model of personal selling and stated it as customer oriented selling. According to him, customer oriented selling is all about investing the time and effort necessary to uncover each customer’s specific needs and wants, and then matching to them, as closely as possible to the product/service benefits offering of the firm.
- Peccei & Rosenthal (2000) define customer orientation as the extent to which employees engage in continuous improvement and exert effort on the job on behalf of customers.
- Brown et al., (2002) stated that customer orientation is an employee’s tendency or predisposition to meet customer needs in an on-the-job context.
- Hennig-Thurau & Thurau (2003) defined customer orientation of service employees as the behavior of service employees when serving the needs and wishes of existing and prospect customers.
- Hennig-Thurau, (2004) acknowledged that customer orientation of service employee is the extent to which employee’s behavior in person to person interactions meets customer needs.
- Thakor and Joshi (2005) characterized customer oriented selling as a focus on uncovering and satisfying the customer’s long-term needs by listening to and working with customers.
• Korunka et al., (2007) described customer orientation of service employee’s as an employee’s ability to act in a customer oriented manner and to meet customer expectations.
• Iwanaga, Kanazawa, & Watanabe (2007) Customer orientation defined as an employee’s tendency or predisposition to meet customer needs in an on-the-job context.
• Rafaeli, Ziklik, & Doucet (2008) employee behaviors that indicate an interest in serving customers but not a part of the employee’s formal job description.
• Singh & Koshy (2011) illustrated that a salesperson’s customer orientation is the set of behaviors displayed by him/her in all customer-related activities that pertain to gathering and disseminating information to customers, understanding their expressed and latent needs, and continuously fulfilling these needs by delivering superior quality products and services through sustained long term relationship with customers, to profitably create value for customers and keep them satisfied.
• Jayawardhena & Farrell (2011) states that customer orientation is viewed as a desire by an employee to help customers meet their needs during the performance of organizational task.

Customer orientation of service employees has been explained in different ways in literature but scholars never deviate from the core of the concept, i.e. engage employees into customer oriented behavior to satisfy customer needs and offer services better than competitors. The literature reveals that customer oriented employees influence customers by helping them in assessing their needs, offering a product that satisfy their needs in the optimum manner, avoid behaviors which might result in customer dissatisfaction and avoid actions which sacrifice customer interest to increase the probability of making an immediate sale (Saxe and Witz, 1982; Korunka, Hoonakker, & Carayon, 2006; Coelho et al., 2010). In consistent with above views by different authors on customer oriented selling Schwepker and Hartline (2005) does not support the notion of acting unethically with regard to customers. The logical consequence of these behaviors is that customers are likely to be happy with their relationship with the salesperson, continue to do business with him or her and/or refer others to the salesperson’s organizations (Lopez, 2005).
Individual level customer orientation has been studied from: customer perspective; salesperson perspective; both from the salesperson and customer perspective; has its roots from both personal selling literature Brady and Cronin, 2001; Brown, Widing and Coulter, 1991; Kennedy, Lassk and Goolsby, 2002; Brown et al., 2002) and services marketing literature.

**DIMENSIONS OF CUSTOMER SERVICE ORIENTATION**

Research on customer orientation of service personnel used different dimensions to conceptualize the construct of customer orientation. For instance, According to Saxe and Weitz (1982) customer orientation consists of two dimensions; ability to help and maintain long term relationships with customers. Brown et al., (2002) suggested two dimensions of customer orientation as need dimension (satisfy customer needs and wants) and enjoyment dimensions (the degree to which service workers enjoy providing service to customers). The need dimension represents employees’ beliefs about their ability to satisfy customer needs whereas the enjoyment dimension represents the degree to which interacting with and serving customers is inherently enjoyable for an employee. The former refers to the degree to which an employee has the ability to focus on customer need satisfaction, whereas the latter refers to the degree to which an employee experiences positive emotions (e.g., satisfaction, joy, empathy) as a result of satisfying customers (Menguc & Boichuk, 2012). One noteworthy point here is that Brown et al., (2002) need dimension is consistent with the ability to help dimension suggested by Saxe and Weitz (1982). Dawes (2000) suggested two components of customer orientation; customer analysis (analysis and understanding of customer needs and wants) and customer responsiveness (means to respond according to the information received from customers about their needs and wants and create superior value for them). Stock and Hoyer (2005) have determined that there are two dimensions (customer oriented attitude and customer oriented behavior) of customer orientation. Customer-oriented attitudes have a direct effect on customer satisfaction. Donavan et al., (2004) suggested four dimensions of customer orientation which consists of need to pamper, read, deliver and need for personal relationships. They further suggest that items used to assess customer orientation are complementary to the needs and enjoyment facets of customer orientation.
that stated by Brown and colleagues (2002). Furthermore, both the desire to meet customer needs and the enjoyment of doing so are reflected across the four dimensions. Afterwards, Hennig-Thurau & Thurau (2003) developed three dimensional construct of customer orientation of service employees consisting of employee motivation to fulfill customer needs, the skills an employee needs to meet customer needs, and the employees’ freedom or authority (as perceived by the employees themselves) to make relevant decisions to fulfill customer needs and wishes or to serve customer needs and expectations. Two years later in 2004 Hennig-Thurau split employee skill further into two dimensions “technical skill” and “social skill” and offered a four dimensional conceptualization of COSE which includes the dimensions like employee motivation, technical skills, social skills, motivation, and decision-making power.

ANTecedents of customer service orientation

A growing number of researchers in the past have examined organizational and individual factors and job related attitudes which influence customer service orientation of an employee and these are discussed briefly in the text following.

- **Organizational Factors:** Organizational factors refer to characteristics of the organization that reward and facilitate excellent customer service (Pimpakorn, & Patterson, 2010). Organizational factors, such as market orientation of the firm, locus of decision making, incentive system, supportive working environment, top management behavior, leadership style (Initiation of structure, consideration, initiation of customer orientation), leader behavior (sales manager’s perception of firm market orientation and his or her own customer orientation), organizational climate, organizational culture, organizational socialization, organizational control, perceived organizational support (supervisory support, coworker support), and ethics training have been found positively associated with customer oriented behavior of salespeople (Jaworski and Kohli, 1993; Siguaw et al., 1994; Hartline et al., 2000; Stock and Hoyer, 2002; Martin and Bush, 2003; Martin and Bush, 2006; Lin, 2008, Brown and Peterson, 1993; Pettijohn, Pettijohn & Taylor, 2004).
- **Individual Factors:** Individual factors consists of both demographic and dispositional factors which are related to individual salespeople (Brown and Peterson, 1993) have been examined by the researchers for the impact on customer oriented behavior of employees and are explained below:

  a. **Demographic Factors:** The demographic factors, such as age, gender, education, job tenure, hours worked, job satisfaction, motivation levels or motivation orientation (arousal of effort, motivational direction as well as intrinsic and extrinsic motivation) have been found to be the important determinant of customer oriented behavior of employees (Brown and Peterson, 1993; Pettijohn, Pettijohn & Parker., 1997; Pettijohn, Pettijohn & Taylor., 2004; Stock and Hoyer, 2002; Brown et al., 2002; Hurley, 1998; Williams and Sanchez, 1998; Frei and Mc Daniel, 1998; Lin 2008; Ones et al., 2005 and Noor, & Muhamad, 2005).

  b. **Dispositional Factors:** Dispositional factors (basic personality and customer service orientation as a surface trait) refer to innate characteristics of a focal employee (Lanjananda & Patterson, 2008). Dispositional factors, such as extraversion, agreeableness, conscientiousness, emotional stability, openness to experience, need for activity, adjustment, self efficacy, self monitoring have been found to be the important determinants of customer oriented behavior of employees (Frei and Mc Daniel, 1998; Hurley, 1998).

  c. **Job Attitudes and Other Related Factors:** Several scholars in the past have studied the effect of organizational attitudes (organizational identification, organizational commitment); work related attitudes (Job satisfaction). Customer focused attitude (customer oriented attitudes, customer identification of employees), job related factors (job involvement, job stress, role conflict, role ambiguity, organizational justice including, procedural as well as distributive justice and other factors, such as individual level goal orientation, job autonomy, rewards, empowerment, motivation (motivational effort, motivational direction), sales skill, emotional intelligence, ethical behavior, selling experience, internalization of service excellence, job competence, employee affect, sales training, job autonomy, maintain customer contact, salesperson perception of firm market orientation on customer oriented behavior (Jaworski and Kohli, 1993;
BENEFITS OF CUSTOMER SERVICE ORIENTATION

The ultimate goal of implementing customer service orientation is to increase revenues and profitability through outcomes, such as increased customer satisfaction, customer retention, and customer loyalty as well as increased market share and premium prices (Kim, 2009). The selling behavior of service employees is often regarded as the main element of a firm’s success (Huang, 2008) and employees of any organization can be a powerful element in helping the organization differentiate itself in significant ways in order gain a competitive advantage and deliver value to customers (Judd, 2003). In service organizations, it is critical to have employees who have high level of customer oriented behavior as they are considered as the show-windows to the customers (Samad, 2011). Firms reap many benefits when their salespeople practice customer-oriented selling (Flaherty, Dahlstrom & Skinner, 1999). The specific benefits of customer orientation of employees are as follows.

- Customer satisfaction, customer commitment and customer retention (Goff, Boles, Bellenger, and Stojack, 1997; Stock and Hoyer, 2005; Susskind, Kacmar, and Borchgrevink, 2003; Boles et al., 2001; Brady and Cronin, 2001; Brown et al., 2002; Hennig-Thurau, 2004; Stock and Hoyer, 2005)
- Improves buyer seller relationships (Williams, 1998; Schultz and Good, 2000; Huang, 2008).
- Improves business performance (Cross et al., 2007; Keillor, Stephen & Pettijohn, 2000)
- Positively affects important job responses such as job satisfaction (Saura et al., 2005), commitment to the firm (Donavan, Brown and Mowen, 2004) and lower levels of role conflict and ambiguity (Flaherty, Dahlstrom & Skinner, 1999).
Customer-focused organizational citizenship behaviors (Bettencourt, Gwinner and Meuter, 2001), and service quality (Brady and Cronin, 2001; Dean, 2007; Rafaeli, Ziklik and Doucet, 2008).

Long term relationships with customers (Saxe and Witz 1982; Michaels and Day 1985; Crosby et al., 1990; Williams, 1998; Schultz and Good, 2000).

Increased salesperson performance (Saxe and Witz, 1982; Sujan, Weitz and Kumar, 1994; Brady and Cronin 2001; Brown et al., 2002; Donavan, Brown and Mowen, 2004; Harris, Mowen and Brown, 2005; Cross et al., 2007).

Positive relationships between customers and contact employees (Macintosh, 2007).

Create value for customers (Singh, 2011).

In addition to the above mentioned benefits, customer oriented salespeople serve customers in most effective manner, add additional value to companies’ service offerings and are more likely to deliver exceptional service quality (Henning-Thurau, 2004; Korunka et al., 2007; Rafaeli, Ziklik, & Doucet, 2008; Henning-Thurau and Thurau, 2003; Huang, 2008; Stock and Hoyer, 2005). The literature reveals that customer oriented employees put forth extra effort to meet customer needs better than competitors and forgo short term results in lieu of securing long term customer satisfaction. Customer oriented employees help customers by describing products and services accurately and avoid actions that will defer customer interest. According to Williams and Wiener (1990), "any force causing the salesperson to emphasize short-term gains in sales would diminish the resulting level of customer orientation" (Schweper, 2005).

Several key behaviors displayed by the customer oriented service employees identified by various researchers (Huang, 2008; Subra et al., 1997; Saxe and Weitz, 1982; Henning-Thurau, 2004; Stock and Hoyer, 2002; Rafaeli, Ziklik & Doucet, 2008; Korunka et al., 2007; Henning-Thurau and Thurau 2003; Donavan, Brown and Mowen, 2004; Bove and Johnson, 2000) are as follows:

- Identifying customer needs before developing or presenting the appropriate solution.
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- Directing efforts towards serving the interests of the customer.
- Matching one’s presentation to customers’ requirements.
- Possessing strong product knowledge and reading customer needs accurately.
- Demonstrating high empathy towards the customers and adapting their personality and style to the desires of their customers.
- Adapt their personality and style to the desires of their customers
- Put forth extra effort to help customers to make satisfactory purchase decisions.
- Avoid manipulative and deceptive practices to influence customers.
- Make efforts to enhance long term customer satisfaction or striving to establish long term customer satisfaction
- Enjoy the work of serving customer
- Adjust his/her service to take account of the circumstances of the customer

A service employee adopting a customer oriented approach may help a consumer overlook shortcomings in the areas of service difficulties, provided these problems are satisfactorily resolved and improve the quality of relationship with their customers (Huang, 2008). For a customer oriented employee, customer interest is priority and s/he will not engage in behaviors that sacrifice customers’ interest. As a whole, the customer oriented salesperson is an advisor or consultant for the customer (Lopez et al., 2005).

RELUCTANT TO ENGAGE IN CUSTOMER ORIENTED BEHAVIOR

The observations of Keillor, Stephen & Pettijohn (2000) and Saxe and Witz (1982) that why salespeople are sometime reluctant to exhibit customer oriented behavior are as follows.

- **Engage in Difficult Process of Discovering Needs:** Customer oriented employees have to engage in difficult process of discovering their clients’ needs and designing products and services that provide the ultimate benefit to the buyer.
- **Extra Efforts:** Customer oriented employees have to put forth extra effort to meet customer service related expectations.
• **Forgo Short Term Return**: Customer oriented employees have to forgo short term returns for long term dividends which adversely affect their current sales performance.

According to Saxe and weitz (1982) seller would engage in customer oriented behavior only when the benefits outweighed the costs. Customer-oriented selling is cost effective when sales-people have the resources needed to tailor their offerings to customer needs. They suggested the following situational antecedents to a customer orientation as summarized by Dunlap, Dotson and Chambers (1988):

a. **Range of Alternatives**: The salesperson can offer a range of alternatives and has the expertise to determine which alternatives will satisfy customer needs better.

b. **Cooperative Relationship**: The salesperson typically has a cooperative relationship with his or her customers

c. **Repeat Sales and Referrals**: Repeat sales and referrals are an important source of business for the salesperson.

**DEVELOPING AND PROMOTING CUSTOMER ORIENTED BEHAVIOR AMONG EMPLOYEES**

Organizations are placing increased emphasis on identifying individuals with customer service orientation (Alge et al., 2002) as research in the past indicates that front line employees are direct participants in implementing customer orientation successfully and effectively (Brown et al., 2002). Customers often base their impressions of the firm’s level of customer orientation on the services received from customer contact employees (Hartline, Maxham & McKee, 2000). Employees are the first and the only company representatives while interacting with customers (Hartline, Maxham & McKee, 2000) thus play crucial role to deliver quality service and to delight customers (Hennig-Thorsten and Thura 2003; Hartline, Maxham & McKee, 2000; Yee, Yeung and Cheng, 2008), their behavior play a crucial role with regard to customer perception of satisfaction and service quality (Bitner, Booms, & Tetreault, 1990) and in developing successful relationships with their customers (Huang, 2008). A focus on relationships implies that every employee in a firm has his/her own responsibility for creating superior customer
value (Hoekstra, Leeflang & Wittink, 1999). It has been widely acknowledged that service firms those adopt customer oriented strategies, are particularly interested in encouraging customer-oriented behaviors among customer contact employees (Hartline, Maxham & McKee, 2000).

When a customer-oriented strategy has been adopted by the service firm, several structural and procedural mechanisms must come into alignment to disseminate the strategy effectively to customer contact employees (Hartline, Maxham & McKee, 2000). According to Kennedy, Lassk & Goolsby (2002) adoption of a customer orientation by individual workers will expand the understanding of how the marketing concept comes alive in organizations and how embracing a customer orientation affects the job environment and performance of workers. The various strategies suggested by researchers to develop and promote customer orientation among the employees are summarized as follows.

- **Right Hiring and Training:** Selection of customer oriented employees is fundamental in today’s competitive environment to achieve customer service excellence. It is therefore, in a service establishment’s best interest to recruit and select employees who are customer service-oriented (Barrash, 2008). It has been recognized that organization placing more emphasis on customer service must hire employees who are customer oriented and who. Customer oriented employees serve as a tool to enhance to firms effectiveness in the long run. Hoekstra, Leeflang & Wittink, (1999) asserted that hiring and training programs must be aimed at the employee’s ability and attitude with respect to customer orientation. Service employees should be equipped with sufficient skills that match customers’ expectations through regular training events (Hennig-Thurau, 2004). Employee ability to engage in customer-oriented behavior is a function of a number of organizational initiatives like employee empowerment and employee training (Kim et al., 2004). Training of new and existing service employees encourage employees to engage in customer oriented behavior (Huang, 2008).

- **Motivation and Empowerment:** Salespeople can be motivated to engage in customer oriented behavior by providing training, resources and reward system
necessary to carry out their tasks efficiently and effectively (Schlesinger and Heskett, 1991). Employee can behave in a customer oriented way only if they are motivated, empowered and have requisite skill and authority to meet customer service related expectations (Heeing-Thurau, 2004). Service employees should be empowered to make timely decisions that can be critical in serving customers well (Knight, Kim & Crutsinger, 2007).

- **Maintain Contact with Customers:** Managers, who are concerned with developing a customer-oriented organization, should encourage employees to maintain contact with the customers (Kosuge, 2007).

- **Internal Exchange between Employees and Organization:** To deliver service quality excellence to their customers, the internal exchange between them and the organization must be operated effectively and efficiently before the organization can be successful in its exchange with the external publics including customers (Karatepe, Yavas, & Babakus, 2007).

- **Organizational Socialization:** Organizational socialization is extremely important in the development of customer orientation among service employees (Kelley, 1992) and work group socialization enable firms to implement customer oriented strategy successfully (Hartline, Maxham & McKee, 2000).

- **Committed Leadership:** Kennedy, Goolsby & Arnould (2003) suggest that for staff members to internalize a customer orientation, they must experience sincere, unified, and committed leadership from top level to local managers.

- **Internal Service Quality and Employee Satisfaction Assessment:** Internal service quality and employee satisfaction assessment therefore are also an integral part of a service organization’s efforts to be customer oriented (Brady & Cronin, 2001). Internal service quality has an impact on employees’ service capability, i.e., their ability, authority, and latitude to meet the customers’ needs.

Prior research reveals that availability of job resources in the forms of supervisory support, training, empowerment, and rewards increase employees’ job satisfaction and affective organizational commitment, and lessen their turnover intentions (Karatepe, Yavas, & Babakus, 2007). Service organizations with strong customer orientation
provide their frontline employees with required resources that enable them to deal with customer needs, requests, and complaints effectively.

The literature available on the subject provide a strong evidence that achievement of a customer-orientation is impossible if the employees of an organization do not see themselves as being there to serve the customers, or recognize, in fact, that the only reason for their being employed is to help the organization better serve its customers. Therefore, total organizational involvement in serving the customer must exist before a true customer orientation can be achieved. Thus, it is important for service organizations to give more attention to discretionary and voluntary behaviors of contact employees, which should lead to the effective working of organizations and in turn service excellence (Yoon & Suh, 2003). Customer orientation demands organization-wide commitment, appropriate managerial and employee behavior and effective implementation of business strategies (Strong, 2006). It is recognized that managers and employees must be customer oriented and capable of building trusting relationships with external partners (Huff and Kelley, 2005).

**RATIONALE OF THE STUDY**

With the advent of advance technology the business environment in recent years have undergone rapid changes and has become excessively competitive and challenging. Thus, success in such environments would only come to that organization which can best ascertain the perceptions, needs, and wants of target markets and satisfies their demands by means of design, communication, pricing and delivery of appropriate and competitively viable services (Kotler and Andreasen, 1996). As industries become more and more competitive, customers frequently become more demanding, knowledgeable and sophisticated (Boshoff and Allen 2000). No industry in today’s service sector can afford to disregard its customers (Bhattacharyay, 1990). However, to the customer the salesperson is the firm (Crosby, Evans, and Cowles, 1990); therefore, one significant element for achieving customer satisfaction is the increased customer orientation of the frontline employees (Coelho et al., 2010). In service organizations, frontline employees are responsible for the success of the organizations as they are in direct contact with
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external customers (Mishra, 2010) and they influence customer perception through their
behavior as well as other factors, such as appearance and product/service knowledge
(Hoffman and Ingram, 1992).

Banking industry is a customer oriented service industry, therefore, the customer is the
main focus and customer service is the differentiating factors. The customer orientation
of banks is a function of the services offered by the bank as well as the quality of the
services (Bhattacharyay, 1990). Salespeople who are customer oriented take time to
understand their customers' needs. They treat customers as individuals by making product
recommendations appropriate for the customer's situation rather than pushing products
that the customers may not need. Customer-oriented salespeople attempt to maximize
customer satisfaction by helping their customers to make need-satisfying decisions
(Schweppker & Hartline, 2005) and positively affect the organizational performance by
establishing and maintaining strong relationships with customers (Williams and Attaway,
1996). Customers these days have high expectations and have more knowledge in regard
to their rights and are becoming more and more demanding. Therefore, this increased
awareness has forced the bankers to introduce new strategies as well as innovative and
sophisticated products to keep pace with the growing customer expectations. In order to
cater to the changing preferences and to survive in the midst of intense competition,
bankers are bound to provide suitable services as per the customer demands (Masdek et
al., 2011; Narinder Kumar, 2012). The front line employees of banking sector, who are in
boundary spanning positions, endeavor to meet the needs of customers (Sharma and
Devi, 2011). With increasing competition, banks that survive and succeed will be the one
that provide quality services to its customers (Kailash, 2012).

The present study attempts to explore the relationships among several components of the
antecedents and consequences of customer oriented selling. A gap exists in literature
examining the simultaneous influences of organizational and personal factors on
customer oriented behavior. There are four main reasons of conducting this research.
First, only a few studies in the past investigated the effects of job attitudes and personal
variables on customer oriented behavior of employees. Second, a few studies in the past
investigated the impact of customer oriented behavior of employees on customer
outcomes. Third, no such study has been conducted in India so far that tested
interrelationships between antecedents and outcomes of customer oriented behavior of
employees. Fourth, this study attempts to provide a model which is fit for the banking industry. The present study is an attempt to highlight the significance of considering not only the effects of job attitudes, personal variables on customer oriented selling, but also the effects of customer oriented selling on customer outcomes (customer satisfaction, customer commitment and customer retention) and salesperson performance.

**OBJECTIVES OF THE STUDY**

The overall objective of this study is to develop and empirically test a theoretical model of employee customer orientation as well as its antecedents and consequences. The following are the specific objectives to be achieved.

1. To measure the customer orientation of service employees of banks.
2. To study the personal antecedents of customer orientation of service employees of banks.
3. To investigate the impact of job attitudes on customer service orientation of service employees.
4. To examine the impact of organizational antecedents of customer orientation of service employees of banks.
5. To test a proposed model which is a best fit for the banking industry.
6. To study the relationship between customer orientation and customer satisfaction, customer commitment, customer retention from customers’ perspective.

**CHAPTER SCHEME**

This thesis is divided into six chapters which are reported as follows.

Chapter 1 – Market and Customer Orientation – An Introduction
Chapter 2 – Review of Literature
Chapter 3 – Research Framework and Proposed Research Model
Chapter 4 – Research Methodology
Chapter 5 – Customer Service Orientation: Antecedents and Outcomes
Chapter 6 – Summary and Conclusions
Bibliography
Annexure I