

IS CUSTOMER ORIENTATION ENOUGH?
PERSONALITY INFLUENCES AND
CRITICAL OUTCOMES

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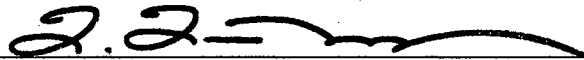
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PREFACE

This study was conducted with the purpose of developing a better understanding of the personality traits that lead to success in sales and service marketing settings. The focus of the investigation remained on two constructs, customer orientation and a new measure termed results orientation. A survey method was used to assess the impact of the two constructs on four outcome measures including self-rated performance evaluations, supervisor-rated performance evaluations, objective sales performance, and customer satisfaction. To the author's knowledge, this is the first study to examine the impact of customer orientation on all four outcome variables in a single study. In addition, the development of the results orientation construct shows promise for the marketing literature. A post hoc analysis reveals that a third construct, productivity orientation, also plays a key role in predicting the outcome variables in the study.

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NOMENCLATURE

AVE	Average Variance Extracted
3M	3M Model of Motivation and Personality
CCP	Customer Contact Personnel
CFA	Confirmatory Factor Analysis
c.f.	"Compare with"
EFA	Exploratory Factor Analysis
e.g.	"For example"
i.e.	"That is"
MTMM	Multitrait-Multimethod matrix
SEM	Structural Equations Modeling
SOCO	Selling Orientation/Customer Orientation scale

LIST OF SYMBOLS

- ® a registered trademark
- (r) item is reverse scored during the data coding process.
- α Cronbach's alpha - a measure of internal consistency reliability
- n sample size

CHAPTER I

INTRODUCTION

In recognition of the importance of customer contact personnel (CCP) in delivering high quality service and sales encounters, a growing stream of research has examined the personality profiles of both service providers and sales personnel (Brown, Mowen, Donavan, and Licata *In Press*; Brown, Clon, Slocum 1998; Hurley 1998; Hogan, Hogan, and Busch 1984). The underlying assumption of this research stream is that because CCP are in direct contact with the customers of a firm the employee should possess personality traits that promote behaviors that contribute to satisfactory outcomes in the eyes of the customer.

While customer satisfaction is important, and indeed central to the marketing concept, CCP must also satisfy supervisors while attempting to simultaneously reach productivity goals (Singh 2000). Salespeople have traditionally been under these pressures, and are often evaluated in terms of sales volume (i.e., productivity), overall quality and quantity of work performed, and

customer satisfaction ratings (Churchill, Ford, and Walker 1981; Futrell 1999). Accordingly, a number of constructs that are predictive of various satisfaction and performance measures have been introduced into both the services marketing and salesforce performance literatures including customer orientation, learning orientation, and performance orientation (Brown et al. *In Press*; Sujan, Weitz, and Kumar 1994; Weitz and Bradford 1999).

Customer orientation (Brown et al. *In Press*) measures the extent to which CCP are predisposed to satisfy customer needs and actually enjoy serving customers. Learning orientation (Sujan et al. 1994) measures the extent to which CCP are predisposed to derive intrinsic enjoyment from learning new sales approaches, and performance orientation (Sujan et al. 1994) measures the extent to which CCP are predisposed to seek extrinsic rewards for performing well in the eyes of their supervisors and coworkers. While each of these constructs have been related to various performance measures, there have been calls for additional research into the personality profiles of CCP (e.g., Brown et al. *In Press*; Hurley 1998).

This dissertation extends this line of research in several ways. First, it examines the influence of customer orientation on four outcome measures: customer

satisfaction, self-rated performance evaluation, supervisor appraisal, and objective performance. As is discussed in Chapter II, no study to date has examined the link between CCP customer orientation and their customers' level of satisfaction. This is an important link that has been neglected so far in the literature. Second, a new construct, *results orientation*, is introduced into the literature and the efficacy of this construct in predicting the various outcome measures is tested. While examining the efficacy of this new measure, the research explicitly examines a surprising finding in the Brown et al. (*In Press*) study. It was found in the Brown et al. (*In Press*) study that the link between customer orientation and supervisor appraisal was relatively weak. This dissertation examines this important link in more detail and tests empirically if the new measure of results orientation adds predictive ability on supervisor appraisal. Results orientation is proposed to be a surface level trait in Mowen's (2000) hierarchical model of motivation and personality. Thus, more basic traits should be predictive of both customer and results orientation.

The setting selected for the dissertation is the real estate industry. This industry has elements of both traditional sales and service industries. As a result,

this setting applies well to examining the aforementioned orientations, as CCP in the real estate industry are both service providers and salespeople. In particular, real estate decisions are high involvement decisions for customers, salespeople are under pressure to be productive, and Realtors® engage, in large part, in relational selling. In addition, the real estate industry is currently under pressure to increase CCP productivity in the face of new technological advances that have been brought on by the growth in e-commerce business.

Research Questions

This dissertation seeks to answer three research questions. These questions serve to guide the research process and in particular, the hypothesis development procedure. These research questions are as follows:

- 1. What is the impact of customer orientation on the following outcome variables: objective performance, customer satisfaction, self-evaluations, and supervisor appraisal?**
- 2. What is the relative efficacy of customer orientation and results orientation in influencing customer satisfaction, supervisor evaluations, self-rated performance, and objective performance measures?**
- 3. Can we predict customer orientation and results orientation by utilizing the 3M Model of Motivation and Personality as proposed by Mowen (2000)?**

Review of the Literature

This dissertation provides an extensive review of the extant literature regarding CCP work-related orientations. Literature pertaining to customer, learning, and performance orientations is reviewed and the review covers both the services marketing and salesforce performance literatures. It is shown that while customer orientation has been examined in both services and traditional sales settings, the learning and performance orientation constructs have been examined only in sales settings. After the customer orientation literature is reviewed, an overview of the 3M Model of Motivation and Personality (Mowen 2000) is presented. This overview serves as background for the theory development in the dissertation.

A brief overview of the many variables that have been examined in the salesforce performance literature is also presented. Learning orientation and performance orientations, which are relatively new constructs, are reviewed along with the following concepts: adaptive selling, working harder, and working smarter. This review shows the conceptual and operational differences between these constructs. Finally, the rationale for the new results orientation construct is presented.

Research Design

The research design for the dissertation is the survey method. The research process proceeded in five steps. First, CCP from four firms in the real estate industry were contacted and administered a survey instrument that contained a number of constructs related to the research. The CCP were also asked to evaluate their own job performance. In all, one-hundred forty-six CCP responded to the survey. Second, the immediate supervisors of the CCP completed a brief performance evaluation survey for each CCP. Third, the most recent customers of the participating CCP completed a short customer satisfaction survey. These customers were contacted either by mail or by telephone. In total, one-hundred ninety-one customers responded to the surveys. Fourth, sales data were gathered for the participating CCP. Sales data was in the form of "year-to-date sales" and was collected directly from the participating firms. The fifth and final step of the research process required the research to match the data pertaining to personality measures with all four dependent measures (i.e., self-rated performance evaluations, supervisor performance evaluations, customer satisfaction data, and sales data). In total, one-hundred six matched cases were utilized in the study.

The Impact of Customer and Results Orientation on Outcomes

Results from the analysis revealed that both customer orientation and results orientation play important roles in predicting the outcome variables included in the study. In particular, customer orientation is shown to positively impact both customer satisfaction ratings and CCP self-performance ratings. The link between customer orientation and customer satisfaction is especially important and the study provides empirical evidence of the positive impact of customer orientation on customer outcomes. A negative relationship is shown to exist between results orientation and customer satisfaction. It is also shown that the two constructs interact with one another on customer satisfaction ratings. Results Orientation is shown to exhibit acceptable psychometric properties and to differ from a number of constructs currently found in the marketing literature.

Productivity Orientation

In addition to the development of the results orientation construct, the dissertation also introduces a "productivity orientation" construct into the marketing literature. This construct is shown to predict self-rated performance evaluations, supervisor performance ratings, and objective sales performance. Productivity orientation

is shown to positively influence each of these outcome variables.

Contribution to the Literature

Several contributions to the literature emerge from this dissertation. First and foremost, the results orientation construct is contributed to the literature and is shown to negatively impact customer satisfaction. The construct is shown to exhibit sound psychometric properties. Second, no study to date has examined the relationship between customer orientation and satisfaction with specific service providers and/or salespeople. This dissertation examines this important shortcoming. Third, no research to date has examined the influence of the customer orientation construct on four critical outcome measures (i.e., self-rated performance, supervisor evaluations, objective performance measures, and customer satisfaction) in a single study. This dissertation does so, and it also compares the influence of the new construct on these outcomes as well. By examining the relationship among the various levels of traits with alternative outcome measures the dissertation also contributes to efforts aimed at the development of instruments that may be useful for selecting and training customer contact employees. In sum,

a number of new insights and contributions emerge from this dissertation.

Organization of the Dissertation

This dissertation contains five chapters. Chapter I has provided an overview of the issues pertaining to the dissertation, the research questions, the purposes of the dissertation, a brief overview of the research method and findings, and the contribution to the literature. Chapter II reviews the literature on customer orientation, the 3M Model of Motivation and Personality, and salesperson performance orientations. Chapter II also presents the fundamental arguments for the new measure of results orientation. The chapter concludes with a hypothesis development section. Chapter III provides an overview of methodological issues for the study and details the scale development procedure. Chapter IV presents a detailed analysis of the data collected in the main study. Finally, Chapter V concludes the dissertation with a general discussion of the results, a brief post hoc analysis of the productivity orientation and its influence on the outcome variables in the study, the limitations of the research, implications of the findings, and suggestions for future research.

CHAPTER II

LITERATURE REVIEW

Introduction

The purpose of this chapter is to provide an overview of several issues pertaining to the personality traits of CCP and to review the literature regarding customer orientation and other constructs that are central to the current study. This review is organized into four parts. In the first section issues pertaining to the customer orientation of CCP are reviewed. In this section a number of issues central to customer orientation are examined including both the marketing concept and firm level market orientation. The section begins with a discussion of the marketing concept, a concept that has been central to marketing thought for decades and is directly related to the customer orientation construct. Next, market orientation is discussed and distinguished from customer orientation. The section concludes with a review of the literature devoted to customer orientation.

In the second section of the literature review a discussion of personality traits and the 3M Model of

Motivation and Personality (Mowen 2000) is presented. This discussion serves as a background for theory development and it also guides the hypotheses that are developed in a later section. It is argued that the CCP orientations (e.g., customer orientation and results orientation) examined in the dissertation are surface level personality traits in Mowen's (2000) hierarchical approach to personality.

The third section of the review examines the salesperson performance literature. First, an overview of the myriad of variables that have been examined in the literature is presented. Next, two constructs that have been recently proposed in the literature, performance orientation and learning orientation are reviewed. In addition, both the working harder and working smarter concepts (Sujan 1986) are reviewed. It is suggested that while these constructs exhibit efficacy in providing an understanding of salesperson performance, a new construct is a necessary addition to the literature. In this section, extant scales that measure CCP orientations are reviewed and are shown to differ conceptually from the new construct. In the fourth and final section of this chapter, a synthesis of the literature is presented and hypotheses are derived.

The Marketing Concept

A fundamental principle in the field of marketing is that the long-term success of a firm is dependent on the extent to which the firm adheres to the marketing concept (Drucker 1954; Levitt 1960; McKitterick 1959; Webster 1988). The marketing concept holds that achieving organizational goals requires that the organization becomes more effective than its competitors in integrating marketing activities toward determining and satisfying the needs and wants of its customers (Kotler 1997; Webster 1988). As a guiding philosophy of the business (cf., Barksdale and Darden 1971; McNamara 1972; Levitt 1960), the marketing concept posits that ultimate consumer satisfaction is essential for the long-term survival of the firm, and firms that are responsive to changes in customer needs and wants are expected to enjoy long-term competitive advantage (Day 1994).

The term "marketing concept" dates back to the work of Peter Drucker in the early 1950's. Drucker (1954) suggested that the marketing function itself was a general responsibility of management. Drucker is well-known for his assertion that the only valid mission for the business enterprise is to create a satisfied customer. Another early influential contribution to the growth of the marketing

concept was Keith (1960). Keith, a former president of the Pillsbury Company, suggested that the focus of the successful business should be not on the products that the company could conceivably make, but instead on the needs of the customer. This theme, the focus on customer wants and needs, led much of the early thought in marketing and aided in the rapid growth in the acceptance of the marketing concept itself (e.g., McKitterick 1957; Felton 1959; McCarthy 1960).

Theodore Levitt's (1960) *Marketing Myopia* was another major contribution in the development of the marketing concept. Levitt argued that many industries that were once growth industries fell into stages of decline because management often viewed the firm as goods producing instead of customer satisfying. Levitt's article is viewed by many as one the seminal pieces in the field and as a major force in the development and acceptance of the marketing concept by both practitioners and theorists alike (e.g., Webster 1988; Sheth et al. 1988).

Production, Product, and Selling Orientations

While the importance of satisfying the wants and needs of the customer may seem obvious today, Kotler (1997) discusses three other business orientations that have been discussed throughout the literature that a firm may follow

when undergoing business activities. These orientations are: the production concept, the product concept, and the selling concept (cf. Keith 1960). While the choice of business orientation is largely dependent on the supply and demand conditions of the marketplace, firms have been viewed historically as moving through eras in which either the production, the product, or the selling orientations have been dominant (Zikmund and D'Amico 1998; Dickson 1994). Of these three basic business orientations, one of them, selling orientation, is central to the theory development process in the current work.

Firms that follow the production concept focus efforts on efficient production capabilities and achieving low per unit costs. The example that is commonly used in many marketing texts (e.g., Kotler 1997; Zikmund and D'Amico 1998; Bearden, Ingram, and Laforge 1995) is Henry Ford's focus on mass production technology in the early 1900's. With the production concept, the focus is not on the needs of the customer, but instead on production efficiencies. Conversely, the firm that adheres to the product concept assumes that consumers will desire products that offer the highest quality and performance. Therefore, the focus for the firm remains on offering products that will be seen as superior by consumers when compared to competitive

offerings. Much of the early focus in marketing thought was centered around the product itself rather than on understanding or appreciating of the innate needs of the customer (Sheth, Gardner, and Garrett 1988). This product orientation is commonly referred to as the "building a better mousetrap" fallacy (Kotler 1997; Zikmund and D'Amico 1998). The fallacy here is that the focus of the company remains on the product to such an extent that the desires of the customer are often ignored.

The selling concept holds that consumers must be coaxed or pressured into buying products that may not meet their needs (cf. Webster 1988). As such, the focus is not on the wants and needs of the customer, but rather on "pushing" the products of the company onto the customer. As Corcoran et al. (1995) acknowledge, the focus on the sales presentation (or the "pitch") instead of the needs of the customer has traditionally been a dominant method used by many companies and salespeople. Although some firms continue to orient themselves around the selling concept, the popularity of this business activity prevailed during the mid-1950's when the emphasis within many businesses was largely short-term and tactical. During this time period, both consumer demand and the proliferation of competing

market offerings grew as companies placed emphasis on the personal selling function (Futrell 1999).

The marketing concept moves the focus of the firm onto the needs of the customer. As such, it is an "outside in" view of the firm as originally discussed by Drucker (1954). According to the marketing concept, customer-driven marketing processes require the input of the customer into product development decisions and are therefore necessary for the strategic direction of the firm (Howard 1983). The focus on the needs of the customer assists the marketing organization in basing its offerings on the needs of the buyer rather than on the needs of the organization itself (cf. Levitt 1960). The marketing concept is both a foundation of marketing theory and a guiding philosophy for business managers (cf. Kaldor 1971).

Whereas the selling concept, or orientation, was popular during the 1950's, it was during the 1960's that the marketing concept began to rapidly grow in popularity. During this decade, the marketing function was widely accepted as essential for business growth and profitability (Day and Wensley 1983). In line with the work of Levitt and others, marketing managers began to focus on the benefits of the products that they were offering rather than on the products of the firm (Hanson 1977; Webster 1988). Three

elements of the marketing concept (i.e., a focus on customer needs, an integrated company effort towards satisfying the customer, and a focus on the long-term profitability of the firm) have been cited in a number of works (e.g., Kotler 1997; Bearden, Ingram, and Laforge 1995; Kohli and Jaworski 1990), and are discussed further below.

Focus on Customer Needs

That the focus of marketing activities be centered around the wants and needs of the consumer is a cornerstone of the marketing concept and of the discipline of marketing itself (Drucker 1954; McKittrick 1957; Felton 1959; Keith 1960; Levitt 1960; Kaldor 1971; Bell and Emory 1971; Dickson 1994; Kotler 1997). Obtaining and disseminating knowledge of consumer needs so that those needs can be met by the product offerings of the company is posited by the marketing concept to be essential for the long-term survival of the firm (Bell and Emory 1971; Kohli and Jaworski 1990; Narver and Slater 1990; Dickson 1994). The importance of satisfying customer needs becomes especially clear when one considers the relationship between consumer needs, satisfaction, and repeat purchase behavior within the framework of the marketing concept. For example, it has been estimated that the cost of attracting a new

customer is six times as much as simply retaining an existing, satisfied customer (Sellers 1989). Maintaining satisfied customers is therefore vital for any organization that engages in marketing activities.

Integrated Marketing Efforts

According to the marketing concept, all functional areas within the firm must develop an integrated marketing effort that permeates the organization to keep it in tune with customer needs and wants (Bell and Emory 1971; Kohli and Jaworski 1990; Narver and Slater 1990; Day 1994).

Marketing efficiency and effectiveness largely depends on the extent to which integrated marketing efforts exist within the firm (cf. Day 1994). Integrated marketing efforts must take place within each sub-function of marketing (e.g., sales, advertising) and between each functional area of the business (e.g., finance, production). Narver and Slater (1990) offer an analogy wherein the firm that adopts the marketing concept is similar to an orchestra in that the various subgroups work together under the direction of a conductor in a synergistic, concerted effort. It is through the cooperative efforts of all areas of the business organization that superior value is delivered to the consumer and that the marketing concept is successfully

implemented. The marketing concept, then, calls for all areas of the business to adhere to this basic business philosophy.

Long-Term Profitability

In discussing the long-term profitability of a firm and the importance that it has within the framework of the marketing concept, Narver and Slater (1990) and Kohli and Jaworski (1990) present divergent perspectives of the role of profitability in the context of the marketing concept. Kohli and Jaworski (1990) view long-term profitability as a "consequence of a market orientation (p. 3)," whereas Narver and Slater (1990) view it as "an objective of a business (p. 22)." Regardless of how long-term profitability is conceptualized (i.e., as a consequence or as a business objective) the focus of profitability within the context of the marketing concept is long-term rather than short-term. Long-term profitability is necessary for the survival of the firm and is therefore a necessary, guiding portion of the marketing concept. Whereas a selling orientation often advocates obtaining short-term sales volume, the marketing concept calls for a long-term planning horizon that emphasizes profitability over short-term sales volume (Webster 1988).

While the marketing concept calls for the satisfaction of customer wants and needs, it is clear that commercial ventures engage in exchanges to satisfy their own needs (Houston 1983). As Houston (1983) discusses, the organization's needs are served by learning about the needs of the customer and altering the marketing mix to satisfy these needs. That consumer needs may not always be known or understood is also acknowledged throughout the literature (e.g., Kaldor 1971), and Houston argues that the understanding of both *expressed* and *innate* needs is necessarily costly to the firm. The costs that are associated with developing an understanding of customer needs and tailoring marketing mix elements to satisfy those needs are posited by the marketing concept to be compensated for by the long-term success, survival, and ultimate profitability of the firm. Christensen and Bower (1996) have suggested that firms may lose positions of leadership in periods of industry discontinuities by focusing too heavily on the expressed needs of their customers. Other examples of the possibility of firms focusing too closely on consumer needs exist throughout the literature (e.g., Bennett and Cooper 1979; Macdonald 1995; Hayes and Whellwright 1984).

Market Orientation

It is important to distinguish between the two distinct, yet related, constructs that have appeared frequently in the literature and that are central to the current work. These constructs are *customer* orientation and *market* orientation. The synonymous use of the terms appears commonplace throughout the literature as exhibited by Berthon et al (1999), who asserts that customer orientation is currently a more common reference for market orientation. However, for the purposes of this dissertation it is important to clearly delineate between these constructs. First, *market* orientation, as originally conceptualized by Kohli and Jaworski (1990), refers to "the organizationwide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and the organizationwide responsiveness to it (p. 6)." With this perspective, a market orientation is posited as existing at the *firm* level, and a market-oriented firm is a firm whose actions are consistent with the marketing concept.

Narver and Slater (1990) define market orientation as the organization culture that most effectively and efficiently creates the necessary behaviors for the

creation of superior value for buyers, and thus, continuous superior performance for the business (p. 21). Further, the authors define customer orientation as "the sufficient understanding of one's target buyers to be able to create superior value for them continuously (p. 21)." Narver and Slater (1990) view a firm's overall market orientation as a behavioral construct with three dimensions - customer orientation, competitor orientation, and interfunctional coordination. Further, they conceptualize long-term focus and profitability as decision criteria for the market-oriented firm.

Further confusion seems to exist when researchers discuss the terms customer-led, market oriented, customer oriented, and market driven (cf. Slater and Narver 1998). Day (1990) suggests that while the terms *customer oriented*, *market oriented*, and *market driven* have not clearly been delineated in the literature (cf. Shapiro 1988), a market driven firm is one that stays close to its customers and ahead of its competitors in delivering value to the customer. Again, the view of market orientation, or "market driven", is shown to be a firm-level construct.

Deshpande et al. (1993) distinguished between the Kohli and Jaworski (1990) views and those of Narver and Slater (1990) and chose to use the terms customer

orientation and market orientation synonymously. According to Deshpande et al. (1994), a customer orientation refers to "the set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers, and employees, in order to develop a long-term profitable enterprise (p. 27)." This definition again defines market orientation as a firm level construct. Gatignon and Xuereb (1997) propose the term *strategic* orientation as a multidimensional conceptualization that encompasses the original market orientation concept as discussed by both Kohli and Jaworski (1990) and Narver and Slater (1990). Voss and Voss (2000) followed the strategic orientation conceptualization and defined the construct as "a multidimensional construct that captures an organization's relative emphasis in understanding and managing the environmental forces acting on it (p. 68).

Firm Performance and Market Orientation

A number of studies have examined the relationship between the market orientation of a firm and the firm's overall business performance. In their follow-up to their 1990 theory construction piece, Jaworski and Kohli (1993) identified a variety of factors that drive the overall market orientation of a firm, as well as its component

dimensions of intelligence generation, intelligence dissemination, and responsiveness. Regarding the outcomes of a market orientation, the construct was found to be significantly related to overall business performance when performance is assessed using judgmental measures' rather than objective measures (i.e., market share). Market orientation was also found to be related to employee organizational commitment. However, the hypothesized moderator effects of market turbulence, competitive intensity, and technological turbulence were not supported, although the authors questioned the possibility that the lack of support for these hypotheses may have been due to lack of statistical power.

Slater and Narver (1994) did not find a significant impact of moderator variables (e.g., market turbulence, technological turbulence, competitive hostility, market growth) on the market orientation - performance relationship. In their study, market orientation was also found to be related to new product success and sales growth, with these relationships being positive. The lack of moderator effects led the authors to conclude that in sum, the rebuttable presumption is that businesses that are more market oriented are best positioned for success under any environmental conditions (p. 53).

Han et al. (1998) recently examined the impact of organizational innovation on the market orientation - performance relationship. Using a mediational approach, the authors hypothesized and found empirical evidence that organizational innovativeness mediates the market orientation - performance relationship. This relationship was found to exist at both the supracomponent level (i.e., overall market orientation) and the sub-component level (i.e., for the three behavioral components).

The results from these studies indicate that market orientation does appear to be positively related to performance indicators such as ROA and judgmental performance. However, as Han et al. (1998) emphasize, empirical results have been mixed. For example, Diamantopouls and Hart (1993) reported no significant effects between market orientation and the outcome measures, and Greenley (1993) reported mixed results. Calling this link into question Han et al. (1998) asserted that the mediating role of innovativeness is therefore a missing link in the market orientation - performance link. However, the results of Narver and Slater (1990), Slater and Narver (1994), and Jaworski and Kohli (1993) suggest that the effects of market orientation on business performance appear to be robust, even across environmental

conditions and potential moderators (e.g., market turbulence, technological turbulence). In sum, a market-oriented firm appears to do well in a variety of environmental conditions.

CUSTOMER ORIENTATION

While market orientation has been proposed as existing at the firm level, customer orientation is viewed at the level of the individual employee. The relationship between the two constructs is important because it is likely that the overall level of the market orientation of the firm will impact the customer orientation of individual employees (e.g., see Sigauw et al. 1994). In their original work on customer orientation, Saxe and Weitz (1982) defined customer oriented selling as "the practice of the marketing concept at the level of the individual salesperson and customer (p. 343)." As the researchers discuss, customer-oriented selling is a way of doing business on the part of salespeople and may be vital to delivering high quality service offerings (Nwankso 1995; Brown et al. *In Press*; Donavan 1999).

Whereas the "selling" concept focuses on the needs of the seller, a customer orientation focuses on the needs of the customer and is characterized by customer perceptions of trust and cooperation on the part of salespeople (Howe

et al. 1994). Brown et al. (*In Press*) recently defined customer orientation as "a disposition to meet customer needs". Listening to the customer and ascertaining their needs is therefore an essential task of the customer-oriented salesperson and may be key to overall sales success (cf. Futrell 1999). The need to listen to the customer applies to business-to-business settings as well as consumer marketing settings. For example, Cunningham and Homse (1988) list maintaining a customer orientation as being as important in industrial sales as is technical competence, competitive pricing, and overall performance reliability.

Empirical Studies Regarding Customer Orientation

While the market orientation construct has received considerable attention in the literature, less attention appears to have focused on the customer orientation construct in academia (cf. Brown et al. *In Press*). This is somewhat surprising given the importance of employee customer orientation in maintaining a market-oriented organization. This is also surprising given the numerous articles that have been devoted to the subject in practitioner and trade journals (e.g., Morris-Lee 1996; Gonzalez 1996; Romani 1998; Fournier et al. 1998; Condon 1998; Newman 1997; Peters 1997; Armstead 1998; Lauterborn

1999). The following section reviews both the empirical work that has explored the customer orientation construct and a popular way of measuring customer orientation, the SOCO scale (Saxe and Weitz 1982).

Customer orientation in both service and sales settings

A review of the customer orientation literature reveals that the construct has been applied to both service industry settings and traditional sales settings. Although there remains no generally agreed upon definition of services (Goncalves 1998), a synthesis of the literature reveals that a service business may be defined loosely as one in which the perceived value of the business offering is determined more by the intangibility of benefits received than by any tangible product offered (see Rathmell 1966; Shostack 1977; Thomas 1978; Levitt 1981; Lovelock 1983; Zeithaml, Parasuraman, and Berry 1985; Zeithaml and Bitner 2000). As is well documented in the literature, services marketing strategy formulation often requires a number of tactics that differ from tangible product marketing tactics due to the intangibility (Bateson 1989), inseparability (Levitt 1981), perishability (Bessom and Jackson 1975; Thomas 1978), and variability (Langeard, Bateson, Lovelock, and Eiglier 1981; Knisely 1979) of service offerings. A customer orientation is particularly

important in services because the service employee often *is* the service in the eye of the customer (Solomon, Surpenant, Czepiel, and Gutman 1985; Bitner 1990; Goncalves 1998).

A customer orientation is also important in sales settings because of the nature of the interaction between the salesperson and the customer and the impact that these interactions have on customer satisfaction. Oliver (1997) defines customer satisfaction as "a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment." It is important to consider the influence of sales personnel on customer satisfaction because satisfaction with a transaction is often impacted not only by the product itself, but also by the salesperson (Westbrook 1981). As Futrell (1999) discusses, attitudes about a company and its products are often developed from consumer perceptions of interactions with salespeople. Salespeople that have high levels of customer orientation are more likely to satisfy customers due to the emphasis they place on understanding the customer and the importance that their customers place on sales interactions (Goff, Boles, Bellenger, and Stojack 1997). An overview of the customer orientation studies reviewed in this dissertation is presented in Table I.

TABLE I

CUSTOMER ORIENTATION STUDIES

Study	Sample	IV's	DV's	Findings
Saxe and Weitz (1982) SOCO scale development	Scale Development = 208 surveys from salespeople in 48 firms. Nomological Validity - 95 salespeople from 4 firms	Customer Orientation scale scores	Objective Performance - Total sales volume, Total earnings, number of units sold, dollar volume of earnings, % of quota achieved in preceding 11 months	1. Customer Oriented selling related to salesperson's perception of ability to help the customer and his/her overall relationship with the customer. 2. Customer-Oriented selling strongly correlated with performance measures for salespeople who perceive they have the ability to help the customer and have a strong relationship with the customer.
Michaels and Day (1985)	1,005 purchasing managers from the National Association of Purchasing Management			1. The two factor conceptualization of SOCO was replicated. 2. Overall, buyer perceptions of the customer orientation of salespeople is lower than self-reported ratings from salespeople.
Dunlap et al. (1988)	190 Real Estate brokers; 375 consumers	Modified SOCO scale	Brokers' perceptions of Customer orientation and customers' perceptions of brokers' customer orientation	1. Real estate brokers perceive themselves to be more customer oriented than their customers do.
Brown, Widing, and Coulter (1991)	348 retail consumers; random telephone sample	SOCO		1. Factor structure of SOCO supported. A two-factor solution found.
Hoffman and Ingram (1991)	114 health care providers	Role Conflict, Role Ambiguity.	SOCO	1. Job satisfaction has a direct effect on employee customer orientation.
Kelly (1992)	249 customer contact employees	Job Satisfactio Org. Climate; motivation	CO	1. Customer orientation is influenced by organizational climate and motivational direction of employee.
Reynierse and Harker (1992)	322 bank tellers; 145 CSR's; 4065 bank customers		Modified SOCO	1. employee perceptions of customer orientation correlates with measures of satisfaction

Howe et al. (1994)	254 insurance agents	Self reported Ethical behavior	SOCO, Sales performance	<ol style="list-style-type: none"> 1. Self-reported ethical and customer orientation highly related. 2. No effect of self-reported customer orientation on self-reported sales performance.
Swenson and Herche (1994)	271 sales representatives; mail survey	ADAPTS, SOCO, LOV	Self-rated sales performance	<ol style="list-style-type: none"> 1. Both ADAPTS and SOCO impact self-rated sales performance. 2. LOV adds incremental explanatory to the model.
Siguaw et al. (1994)	585 salespeople; 353 marketing managers	Market Orientation	Customer Orientation	<ol style="list-style-type: none"> 1. A positive relationship exists between the overall market orientation of the firm and the customer orientation of individual salespeople.
Tadepalli (1995)	345 purchasing managers	Modified SOCO		<ol style="list-style-type: none"> 1. Factor structure of SOCO supported with minor revisions.
Williams and Attaway (1996)	153 business-to-business buyers; convenience sample	18 item adaptation from SOCO scale; buyer's and seller's culture	Customer Orientation	<ol style="list-style-type: none"> 1. Selling firm's org culture positively related to customer orientation of firm. 2. Customer orientation mediates relationship between org culture and customer relationships.
Goff et al. (1997)	2,000 customers of new autos	SOCO	Satisfaction with dealer, salesperson	<ol style="list-style-type: none"> 1. A significant relationship exists between customer perceptions of the customer orientation of salespeople and their satisfaction.
Bennett et al. (1999)	345 municipal employees	Training	Customer Orientation (4 item measure)	<ol style="list-style-type: none"> 1. Organizational change and training both impact self-reported levels of customer orientation.
Donavan (1999)	235 restaurant employees; 156 bank employees	Five Factor Model; Need for Activity	5 facet Customer Orientation; supervisor ratings	<ol style="list-style-type: none"> 1. Basic personality traits influence customer orientation. 2. Customer orientation predicts self and supervisor ratings.
Brown et al. (2000)	249 service workers in food services	Five Factor Model; Need for Activity	Customer Orientation; supervisor ratings	<ol style="list-style-type: none"> 1. A partially mediated model of customer orientation on outcome measures supported. 2. Basic personality traits influence customer orientation.

The SOCO scale

In their seminal piece, Saxe and Weitz (1982) developed a 24-item scale (referred to as "SOCO") used to measure the selling orientation (SO) and the customer orientation (CO) of salespeople. Selling orientation was defined as a focus on sales rather than on satisfying customer needs. As such, a salesperson with a selling orientation will sacrifice customer needs for immediate sales results. As discussed, customer orientation was defined as the practice of the marketing concept at the level of the individual salesperson and customer. In their study, the authors found that customer orientation is related to the salesperson's perception of his/her ability to help customers and the extent to which a solid relationship has been established with customers. Further, the authors found that when the salesperson perceives his/her ability to help the customer is high and when a strong relationship exists with the customer, the correlation between a salesperson's customer orientation and objective measures of performance (e.g., # units sold) is strong. Based on empirical support for their scale, the authors conclude that the SOCO scale is useful for assessing the customer orientation of salespeople.

Michaels and Day (1985) later replicated the results of Saxe and Weitz (1982) by administering the SOCO instrument to a sample of 1,005 professional buyers from the National Association of Purchasing Management (NAPM). This was an important development in the measurement of customer orientation because it took the perspective of the buyer and considered the buyer's perceptions of the overall customer orientation of the salespeople with whom they work. Results from the study indicated that the replication was largely successful, that the two factor conceptualization of SOCO did indeed replicate, and that the overall perception of buyers regarding the customer orientation of salespeople was lower than scores obtained from self-report measures. These results led the researchers to conclude the SOCO scale works as well with buyers as with salespeople (p. 445).

Dunlap et al. (1988) performed a study in the real estate industry that assessed the degree to which the perception of the customer orientation of real estate brokers, as rated by their customers, correlated with the brokers' own perceptions of their customer orientation. Utilizing a sample of 375 consumers who had purchased homes from the brokerage in the past twelve months and 190 brokers who had sold homes to these customers, the

researchers administered slightly modified versions of the SOCO scale to both groups. In comparing the perceptions of both customers and brokers regarding the customer orientation of the brokers, the researchers found that brokers perceived themselves to be more customer oriented than did their customers. Furthermore, customers who reported that the brokers followed-up after a closing, who had purchased homes as principal places of residence, and who were first-time home buyers, all perceived brokers to be highly customer-oriented.

Brown et al. (1991) also replicated the results of Saxe and Weitz (1982) by testing the structure of SOCO scale properties by having consumers evaluate retail salespeople. In their study, the researchers administered the SOCO scale to 348 consumers of retail outlets. Slight modifications of the SOCO scale were made for the study. For example, the word "salesperson" was substituted for the word "I" in the original scale, and 6 point scales were used instead of 9 point scales. Their results again largely supported the factor structure of the SOCO scale, and the study was an important step in assessing the by taking the perspective of the consumer.

Hoffman and Ingram (1991) tested a proposed model that linked role ambiguity, role conflict, and job satisfaction

to customer orientation in a health-care provider context. Their results showed that job satisfaction has a direct effect on customer orientation (measured by a modified version of the SOCO scale), and that the effects of role conflict on customer orientation are mediated by job satisfaction. The team concluded that maintaining employee job satisfaction is therefore a necessary first step in ensuring customer-oriented employees.

Kelly (1992) proposed and tested a conceptual framework of customer orientation and its antecedents in service settings. Using a sample of 249 customer contact employees from four financial institutions, Kelly proposed and found empirical evidence that a service provider's customer orientation is influenced by the overall organizational climate for service that exists in the organization, the motivational direction of the employee (e.g., using time wisely, etc.), and the level of organizational commitment that the employee has towards the firm. Kelly concluded that it is important for a service firm to convey its overall service values and commitment to its customer contact employees.

Reynierse and Harker (1992) correlated employee perceptions of customer orientation, personnel issues, training provided, morale and satisfaction, and pride in

service with customer perceptions of service performance in a bank setting. In their study, the researchers used their own measure of customer orientation (Reynierse and Harker 1986), which differs substantially from the SOCO scale. The authors compared their measure of customer orientation to the "knowing the customer" and "responsiveness" facets of service quality as conceptualized by Parasuraman et al. (1985). In their study, customers were asked to rate their level of satisfaction with "tellers" and "customer service representatives" in general and not specific employees. Their results indicate that employee perceptions of customer orientation, as measured by the Reynierse and Harker (1986) scale does correlate significantly with various measures of customer satisfaction.

Howe et al. (1994) examined the relationship between the customer orientation of insurance agents, their self-reported ethical behavior and their overall sales performance. Their results indicated that a strong, positive relationship exists between customer orientation and ethical behavior. Also, their results indicated that a salesperson's level of customer orientation was not related to their overall sales performance when sales performance was measured via self-reports measures. Swenson and Herche (1994) also examined the relationship between customer

orientation and performance in their study on the incremental impact of social values in salesperson performance. While their study highlights the impact of social values in explaining sales performance, it does support the influence of customer orientation on self-rated sales performance.

Both Sigauw et al. (1994) and Williams and Attaway (1996) explored the relationship between the overall culture of the firm and the overall customer orientation of salespeople. Whereas a firm's overall market orientation is a separate, distinct construct from the customer orientation of an single employee of the firm, it is likely that the two constructs are related and that the level of market orientation of the firm positively influences the customer orientation of the individual salesperson or service provider. Sigauw et al. (1994) tested this proposition and found a positive relationship between the overall market orientation level of the firm and the customer orientation of individual salespeople. However, it should be noted that the measures of both customer and market orientation in this study were taken only from salespeople and not management, and thus, the results of the study may be somewhat biased.

Tadepalli (1995) made slight modifications of the original SOCO scale. Based on focus group discussions with industrial buyers, Tadepalli changed the wording of the SOCO scale from referring to "salespeople" in general to "the most recent salesperson with whom you have met." Also, Tadepalli changed the format of the scale from a 9-point format to a 7-point format, based on the concern of buyers that the 9-point format was too cognitively demanding. After these minor alterations of the scale were performed, Tadepalli found that the structure of the scale again replicated with industrial buyers. Tadepalli concludes that the modified SOCO scale may be used to elicit opinions of buyers regarding the customer orientation of a salesperson more effectively than the Williams and Day (1985) scale.

Williams and Attaway (1996) tested a series of hypotheses that related a salesperson's customer orientation level (as perceived by buyers) to the culture of the selling organization and overall relationship development with buyers. Analyzing the results of a convenience sample of 153 business-to-business buyers, the authors found a significant influence of the supportiveness of the organization's culture on the customer orientation of individual salespeople as perceived by buyers.

Significant results were also found for the influence of the supportiveness of a selling firm's culture on the level of relationship development with the buyer. Further, it was found that the higher the level of the salesperson's customer orientation (as perceived by the buyer) the higher the level of relationship development with that buyer. Also, the authors also found that a salesperson's customer orientation mediates the effect of the firm's culture on relationship development with a customer.

Goff et al. (1997) examined the relationship between customer perceptions of the customer orientation of salespeople (measured by SOCO) and their overall satisfaction with specific salespeople, satisfaction with the product, and satisfaction with the selling firm. Results from a sample of 522 recent automobile buyers revealed that there is a significant relationship between customer perceptions of the customer orientation of salespeople and customer satisfaction. However, a limitation in the study was that it was customer perceptions of a salesperson's customer orientation rather than the salesperson's assessment of their own customer orientation that was examined in the study.

Bennett et al. (1999) recently examined the effects of organizational change and training on self-reported

measures of customer orientation. In their study, the authors used a four-item measure of customer orientation that was adapted from the SERVQUAL scale introduced by Parasuraman et al. (1988). Using a sample of 909 industrial employees, the researchers found that organizational change and training both impacted self-reported levels of customer orientation at both the departmental and individual levels.

Brown et al. (*In Press*) recently examined the mediational role of customer orientation in a hierarchical model of the influence of personality traits on self-rated and supervisor-rated performance in a service provider setting. This study was the first study to examine the relationship between basic personality traits and customer orientation. In the study, customer orientation was measured via a 12-item adaptation of the SOCO scale that was developed by the researchers. According to the results of qualitative research, the research identified two dimensions of customer orientation. The first dimension, a *needs* dimension, is posited to measure the extent to which employees have the ability to satisfy customer needs and wants. This was measured via 6 items from the SOCO scale. The second dimension, an *enjoyment* dimension, was posited as measuring the extent to which service providers

actually enjoy interacting with and serving customers. This dimension was measured via a 6-item scale that resulted from focus group discussions with service providers. Results from their study supported a number of hypothesized relationships between personality traits and self-reported customer orientation levels. In particular, the results indicated that customer orientation mediates the relationship between basic personality traits and performance ratings. The personality traits of stability, agreeability, and the need for activity were all significant predictors of customer orientation. Conscientiousness was found to directly predict both self-rated and supervisor-rated performance, that is, without customer orientation as a mediator. Furthermore, the results suggested that customer orientation is a stronger predictor of self-reported performance ratings than of supervisor performance ratings. It was also found that the level of service provider agreeability had a negative influence on supervisor ratings of performance. The authors suggested that supervisors in service industries may view the part of agreeability that is not associated with customer orientation to be counter-productive.

Donavan (1999) extended the results of Brown et al. (*In Press*) in a number of ways. First, a multi-dimensional

conceptualization and measure of customer orientation was developed. Next, the degree to which customer orientation influences both technical and functional service outcomes (cf. Grönroos 1985) was examined. Finally, the generalizability of the multi-dimensional measure of customer orientation was tested in a new industry (i.e., financial services). The Donovan (1999) measure of customer orientation consisted of four psychological dimensions - the "need to pamper" the customer, the "need to read" the customer, the "need for a personal relationship" with the customer, and "need to deliver" service to the customer. The four-dimension conceptualization of customer orientation was supported across both food service and financial service industries. Further, the effects of basic personality traits (e.g., introversion, agreeability, openness to experience, stability, conscientiousness, and need for activity) on the multi-dimensional measure of customer orientation were again largely supported. Furthermore, the influence of customer orientation on supervisor ratings of both functional and technical service outcomes emerged. For functional service outcomes, the influence of customer orientation was significant for both food service and financial service industries. However, the influence of

customer orientation on technical service outcomes was supported only with the food services data.

Customer Orientation As a Personality Trait

As discussed earlier, Brown et al. (*In Press*) define customer orientation as an individual's tendency or predisposition to meet customer needs in an on-the-job context. As such, customer orientation is a self-assessment of a salesperson's tendency to try to meet customer needs and the degree to which they enjoy doing so. The works of Brown et al. (*In Press*) and Donovan (1999) are similar in that they approach customer orientation as a personality construct rather than as a simple description of service related actions. Important to the present research is Brown et al.'s (*In Press*) description of customer orientation as a self-assessment of the tendency to meet customer needs. This may be contrasted with previous research (e.g., Michaels and Day 1985; Brown et al. 1991; Tadapelli 1995) that focused on customer assessments, or perceptions, of the extent to which "salespeople" engaged in customer-oriented selling behaviors.

The distinction between salesperson orientation and selling behaviors is important. Williams and Weiner (1990) examined this issue and sought to empirically determine

whether extant customer orientation scales (i.e., SOCO) measures a behavior or a disposition to act. As the researchers discuss it is vital to distinguish between behaviors and dispositions. According to their reasoning, behaviors can be influenced by actions of the firm and the environment whereas dispositions, or enduring traits, are not subject to such influence. Results from an experimental procedure supported their assertion that customer orientation indeed is a set of behaviors and not an overall disposition to act. However, there were limitations to their experimental procedure. First, the sample was made of college students enrolled in a marketing course. This not only limits the generalizability of the study, but it may have biased the responses obtained in the experiment. Second, the experiment was based completely on scenarios. Although the use of scenarios is clearly prevalent in the literature, it is likely that the scenarios only at best mimicked reality for the respondents. In addition, the level of involvement of the respondents remained unmeasured.

The key issues, however, in evaluating the position of Williams and Weiner (1990) is in the definition of a trait. Taking a highly restrictive position, they stated that traits cannot be altered by the environment or the

situation. In contrast, Mowen (2000) employed a broad definition to delineate a trait. That is, a trait is an enduring disposition to behave. He proposed that traits exist at varying levels in a hierarchical fashion (see the section on the 3M Model of Motivation and Personality below) and situational influencers act upon personality traits in various degrees at each level. For example, Brown et al. (*In Press*) suggest that surface level personality traits, such as customer orientation, may be altered through the learning environment (e.g., training) and the situational context as well. As discussed previously, in this dissertation customer, learning, performance, and results orientations are viewed as surface level personality traits. The next section discusses the 3M Model of Motivation and Personality (Mowen 2000) from which much of the theory base of this dissertation is derived.

The 3M Model of Motivation and Personality

Mowen (2000) recently proposed a hierarchical model of personality and motivation, termed the "3M Model of Motivation and Personality" which integrates control theory (Carver and Schier 1990), evolutionary psychology theory (Buss 1991), and hierarchical trait theory (Allport 1961). According to the hierarchical approach to personality as

proposed by Mowen, personality traits are arranged in a four-level hierarchy. This hierarchy includes four levels of personality traits including *elemental traits*, *compound traits*, *situational traits*, and *surface traits*. The traits at each level of the hierarchy are uni-dimensional and move from the more abstract (i.e., elemental) to the more concrete and specific (i.e., surface). The relatively concrete traits (situational and surface) have been shown to either fully or partially mediate the effects of higher-level traits on specific behaviors.

Elemental traits are the most basic personality traits and include openness to experience, conscientiousness, extraversion, agreeableness, emotional stability, the need for material resources, the need for arousal, and basic body needs. Compound traits are found in the next level of the hierarchy, and are conceptualized as uni-dimensional dispositions that emerge from the interplay of the more basic elemental traits, culture, and the learning history of the individual. Examples of compound traits include competitiveness, the need for activity, and task orientation. Situational traits represent the third level of personality traits in Mowen's hierarchy. Situational traits represent enduring tendencies to express consistent patterns of behavior within general situational contexts.

Situational traits emerge as a combination of elemental and compound traits as well as from the influence of general situational influencers. Examples of situational traits, as proposed in the 3M, include health motivation, frugality, and value consciousness.

Surface traits, such as customer orientation, are found in the fourth level of Mowen's hierarchy. As discussed, surface traits represent enduring dispositions to exhibit programs of behavior within category specific contexts. Surface traits exist as a result of person x situation x context interactions. It is very important to emphasize that surface level traits consider not only the person, but both the situation and the specific context of behavior as well.

One advantage of using the hierarchical model of personality is that the indirect effects of elemental, compound, and situational traits on surface level traits may be uncovered. Accordingly, Brown et al. (*In Press*) found that emotional stability, agreeability, and need for activity were all directly related to customer orientation, and Donovan (1999) found that agreeability was significantly related to customer orientation across two distinct contexts (i.e., financial services and food services). It should be noted that the business literature

is rife with examples of using personality traits to predict various outcomes. For example, Spivey, Munson, and Locander (1979) examined the influence of personality on the success of retail salespeople. Results from the study indicated that an outgoing personality influenced sales success in retail settings. Hogan, Hogan, and Busch (1984) examined the "service orientation" of service employees and found that the construct is essentially a combination of three personality traits, namely adjustment, sociability, and agreeableness. Day and Silverman (1989) found that interpersonal orientation and work orientation significantly influenced overall client relations. Further, Hurley (1998) found that the traits of extroversion and agreeableness positively influence supervisor ratings of service personnel. Furthermore, Spiro and Wietz (1990) suggest that the use of personality measures could assist in selecting job candidates who may utilize adaptive selling techniques. In addition to the widespread use of personality traits in the general business literature, numerous articles in the consumer research literature have examined both personality traits and hierarchical models of personality (e.g., Vinson, Scott, and Lamont 1977; Venkatraman and Price 1990; Carlson and Grossbart 1984; Joachimsthaler and Lastovicka 1984).

Customer Orientation as a Surface Trait

Following the work of Brown et al. (*In Press*) and Donovan (1999), the perspective taken in the current work is that customer orientation is a surface level personality trait, or what Mowen (2000) defines as an enduring disposition to exhibit programs of behavior within category specific contexts. As such, customer orientation is context specific and results from the interplay of elemental, compound, and situational traits as well as the basic situational context. The surface level distinction for the customer orientation construct is reflected in the items used to measure the construct. For example, items like "I find it easy to smile at each of my customers" and "I really enjoy serving my customers" suggest that the customer orientation construct is a surface level personality trait. Customer orientation is a surface level trait because it is an enduring disposition to behave, albeit within the specific context of interacting with customers on the job.

Summary of Customer Orientation Literature

The preceding review of the literature devoted to the customer orientation construct has shown that it plays a significant role in determining a number of important outcome variables, and that the 3M Model of Motivation and

Personality may be used to delineate the personality influences that are predictive of the construct. The SOCO scale has been shown to exhibit sound psychometric properties and it has been successfully replicated in both industrial and retail contexts (Michaels and Day 1985; Brown et al. 1991). The construct has also been shown to conditionally predict objective sales performance measures (Saxe and Weitz 1982), self-rated sales performance (Swenson and Hersche 1994), and supervisor-rated performance (Brown et al. *In Press*; Donovan et al. 1999).

The relationship between the overall organizational culture of the firm and individual level customer orientation has also been established in the literature. Kelly (1992), Sigauw et al. (1994), and Bennett (1999) all showed that the overall organizational climate of the firm impacts individual level customer orientation, and furthermore, Hoffman and Ingram (1991) revealed that job satisfaction is a significant predictor of customer orientation. The Sigauw et al. (1984) study was especially significant because it was the first to show the relationship between firm-level market orientation and individual-level customer orientation.

The relationship between customer orientation and customer outcome measures has been examined in the

literature as well. Reynierse and Harker (1992) showed that employee perceptions of their own customer orientation levels correlated significantly with customer perceptions of performance and satisfaction. However, a limitation of the study was that customers were asked to simply rate their satisfaction with employees of a bank and not any one specific employee. The results of Williams and Attaway's (1996) study showed that customer orientation is significantly related to customer perceptions of relationship development, while the Goff et al. (1997) study showed that customer perceptions of a salesperson's customer orientation level correlates positively with customer satisfaction.

Limitations of Previous Work on Customer Orientation

The preceding review supports the assertion that developing a high degree of customer orientation is important for a variety of reasons. However, what currently exists in the literature appears to be a number of "piecemeal" studies that have examined the relationship between customer orientation and a number of distinct outcome measures, rather than any attempts to explain a variety of outcomes of customer orientation in any one particular study. As such, it appears that no study to date has related customer orientation to objective sales

performance data, supervisor appraisal, self-rated performance evaluations, and customer satisfaction simultaneously.

Furthermore, the studies to date that have related customer orientation to customer outcomes (e.g., satisfaction) share a critical shortcoming. That is, it appears that no study has related the salesperson's perception of their own level of customer orientation and the satisfaction of their *specific* customers. This is a very important shortcoming in the literature, particularly when customer orientation is viewed as a surface level personality trait. The studies reviewed above fail to approach customer orientation and its outcomes in this way.

It is also likely that customer orientation may not be enough. At issue is if there is another personality trait that may better explain CCP performance than customer orientation does. For example, in the Brown et al. (*In Press*) study, the relationship between customer orientation and self-rated performance was stronger than the relationship between the construct and supervisor-rated performance. It appears from these findings that supervisors consider more than just customer orientation when they rate the overall performance of their salespeople. According to the marketing concept, customer

needs must be satisfied, but long-term profitability is also critical to the survival of the firm.

Whereas the "selling orientation" (SO) component of the SOCO scale measures the extent to which a salesperson exerts pressure on customers rather than focusing on their needs, the customer orientation (CO) component of the scale measures the extent to which the salesperson focuses on customer needs without considering the extent to which they reach sales goals. This may be a shortcoming of the customer orientation conceptualization and measure. It is argued in this dissertation that focusing too much on customer needs without meeting sales goals can lead to low measures of supervisor-rated performance. This assertion emerges from a qualitative research process that is detailed in chapter III. It appears what may be needed is a measure of the extent to which salespeople have a disposition to be results-oriented, in addition to possessing a high degree of customer orientation. Before this argument can be developed further, however, it is necessary to briefly review the salesforce performance literature and to recognize the many variables that have been examined regarding salesforce performance. In order to further develop the conceptual background of the current work, the salesforce performance literature is therefore

now reviewed and a brief summary of the literature is presented.

SALESFORCE PERFORMANCE

During the past 100 years, a plethora of research has been devoted to salesperson performance and the variables that explain variation in performance and yet, to date, many questions regarding which factors actually improve performance remain unanswered (cf. Szymanski 1988). As Churchill et al. (1985) conclude, no single factor explains a significantly large amount of variation in sales performance. In the current work, it is argued that the inclusion of personality traits, such as customer orientation, may improve upon the predictive and diagnostic abilities of models that are posited to explain salesforce performance.

Although a number of outcome variables have been examined in the literature, two broad categories of outcomes that sales managers are most often interested in are sales performance and the satisfaction and basic welfare of salespeople (Bagozzi 1978). The relationships between sales performance, employee satisfaction, and organizational commitment have been examined in the literature (e.g., see Brown and Peterson 1993). While a number of studies have examined these issues, as Sujan et

al. (1994) discuss, little consensus in the literature appears to exist regarding how job performance should be measured. Of particular interest in the current work is the overall sales performance of salespeople. Churchill et al. (1990) define performance as "behavior evaluated in terms of its contribution to the goals of the organization (p. 729)." Performance, therefore, has often been expressed in terms of objective measures (e.g., units sold, sales volume) and also through subjective measures such as self-rated performance evaluations and supervisory ratings.

A number of predictors of sales performance have been examined in the literature. In their meta-analysis of over 100 studies devoted to salesforce performance, Churchill et al. (1985) found that overall sales performance is influenced by personal factors (e.g., age, height, sex, weight, race, appearance, etc.), skill, role perceptions, aptitude, motivation, and organizational variables. However, as noted above, very little of the variation in performance (as measured by self-report, peer-reported, manager ratings, and objective measures) was accounted for, leading the researchers to claim that very little variation may be explained by any single predictor. Since the time of this seminal piece, a number of additional variables that impact sales performance have been proposed and/or

empirically examined in the literature. Supervisor behaviors (Kohli 1985), role ambiguity (Brown and Peterson 1993), career stages (Cron and Slocum 1986), declarative knowledge (Szymanski 1988), evaluative cues (Szymanski and Churchill 1990), effort (Chowdhury 1993; Brown and Peterson 1994), control systems (Anderson and Oliver 1987; Challagalla and Shervani 1996), competitiveness (Brown et al. 1998), and organizational citizenship behaviors (MacKenzie et al. 1991; 1993) have all been proposed and/or empirically studied as potential explanatory variables in sales performance studies.

While objective measures of sales performance are popular (Dubinsky and Barry 1982; Churchill, Ford, and Walker 1990; Greenburg and Greenburg 1990; Futrell 1999), and are often tied directly to the financial stability of a firm, managers often must consider other aspects of a salesperson's behavior that contribute to the success of the organization (MacKenzie et al. 1993). For example, maintaining positive customer relations and developing long-term relationships with customers is also important and can affect overall performance and customer outcomes such as satisfaction (Dwyer et al. 1987; Morgan and Hunt 1994; Ganesan 1994). Ensuring relational exchanges with various customer groups may even be a form of competitive

advantage for the firm that may be sustainable (Day and Wensley 1983). Therefore, instead of viewing the sales function as engaging in discrete transactions with customers, the salesperson who engages in relational exchanges considers the history and anticipated future of exchange relationships and attempts to ensure that these relationships are secured (Dwyer et al. 1987).

Adaptive selling, Working Harder, and Working Smarter

This section of chapter II examines five constructs that have recently been introduced into the salesforce performance literature: adaptive selling (ADAPTS), worker harder/smarter, learning orientation, and performance orientation. These concepts are discussed in detail and the measures of these constructs are examined. Measures for each of these constructs are included in Appendix B. A discussion of these measures reveals that one basic concept is lacking - that is, the "results" orientation of salespeople. It will be shown that while these constructs have added much to the salesforce performance literature, the new construct will add a valuable contribution to the literature as well.

Adaptive selling (ADAPTS)

One of the unique elements of the personal selling component of the promotional mix is one of its biggest

advantages - the ability of the salesperson to adapt the sales presentation to the prospect (Zikmund and D'Amico 1999). Because of the nature of the social interaction between the salesperson and the customer, salespeople have the adaptive capability that is virtually unmatched by any other promotional element. In recognition of this aspect of the personal selling situation, Weitz, Sujan, and Sujan (1986) defined adaptive selling as "the altering of sales behaviors during a customer interaction or across interactions based on perceived information about the nature of the selling situation (1986, p. 175). Drawing heavily from the contingency framework posited by Weitz (1981), the researchers presented a framework to promote the effectiveness of adaptive selling and suggested that the effectiveness of adaptive selling would be moderated by the extent to which salespeople encounter a variety of customers, the extent to which the buying decisions are important to customers, the extent to which salespeople perceive that they have the support of company resources, and the extent to which their capabilities and skills are strong.

Spiro and Weitz (1990) later developed a 16-item scale (ADAPTS) to measure the extent to which salespeople actively engage in adaptive selling behaviors. Sample

items used in the current study can be found in Appendix B. The researchers propose that salespeople who are predisposed to engage in adaptive selling recognize that different selling approaches are needed in different sales situations, have confidence in their ability to use a variety of sales approaches, have confidence in their ability to alter sales approaches, possess a knowledge structure that facilitates the recognition of different sales situations and the ability to access the appropriate sales strategy, actively collect information about sales situations, and actually use different approaches in different situations.

Sujan, Weitz, and Sujan (1988) suggest that part of successfully engaging in adaptive selling is obtaining a categorization process through which the salesperson categorizes customers in the aim of reducing the complexity of the selling situation and freeing up mental capacity for more creative thinking. It should be noted that a number of studies and/or propositions relating to adaptive selling have been presented in the literature with a particular emphasis placed on the knowledge structures of salespeople (e.g., see Leigh and Rethans 1984; Szymanski and Churchill 1990; Sujan, Sujan, and Betman 1988). It should also be noted that the following personality traits were shown to

be significantly related to the practice of adaptive selling in a study by Spiro and Weitz (1990): locus of control, empathy, intrinsic motivation, and self-monitoring.

Working Harder and Working Smarter

The works of Harish Sujan and Barton Weitz have furthered the conceptualization and operationalization of adaptive selling, working harder, and working smarter. Sujan (1986) differentiated between working hard (e.g., working many hours, persistence) and working smart (e.g., working more actively during those hours, intensity). Drawing from the Sujan (1986) study, Sujan, Weitz, and Kumar (1994) defined working smart as a manifestation of (1) engaging in planning to determine the suitability of sales behaviors and activities (2) possessing the confidence and capacity to engage in a wide range of selling behaviors and activities, and (3) altering sales behaviors and activities on the basis of situational considerations (cf. adaptive selling). Sample items for the working harder and working smarter measures can be found in Appendix B.

Learning and Performance Orientations

In a recent article Sujan, Weitz, and Kumar (1994) introduced two goal orientations of salespeople, namely

learning orientation and *performance* orientation. Drawing from the psychology literature, and in particular the underlying goals that people pursue in achievement situations, the researchers describe a learning goal as an orientation that drives one to improve upon their abilities and to master the tasks that they perform. As such, learning goals stem from the intrinsic interest one has in one's work. Conversely, a performance goal orients a person to achieve positive evaluations of current abilities and performance from peers and from management. Whereas learning goals are based on the intrinsic interest in one's work and abilities, performance goals are focused on extrinsic end states, for example, personally valued extrinsic rewards and recognition. According to Sujan, Weitz, and Kumar (1994), under a learning orientation, salespeople enjoy learning how to do their jobs "better", that is, more effectively. Under a performance orientation, salespeople merely seek favorable evaluations and actually avoid learning new approaches and techniques of selling for fear of potential failure with unknown approaches.

The authors suggest that both learning and performance orientations are "states...not just traits", suggesting that both orientations may be influenced, or learned, by

environmental influencers such as supervisory motivators. It is essential for current purposes to emphasize that performance orientations are traits that predispose salespeople to focus on extrinsic rewards such as would come from favorable evaluations from supervisors and coworkers. Also, while the scale used to measure performance orientation has been shown to exhibit acceptable psychometric properties (e.g., $\alpha = .71$), the scale appears to lack in face validity (Churchill 1979). That is, the scale appears to measure not only the desire for salespeople to focus on extrinsic rewards, but also the competitiveness trait. Sample items for the performance orientation measure that were used in this study may be found in Appendix B.

The learning orientation measure is composed of nine total items that are similar in nature to the working smarter measure of Sujon (1986). A conceptual distinction between the two constructs is that However, the learning orientation measure explicitly focuses on the intrinsic rewards that come from the learning process itself. As such, the measure goes beyond the planning aspects of the working smarter construct and focuses on salesperson learning. Sample items for the learning orientation

measure that were used in this study may be found in Appendix B.

Performance and Learning Orientations as Surface Traits

Like customer orientation, performance and learning orientations are viewed here as surface level personality traits. As discussed above, Sujana, Weitz, and Kumar (1994) suggest that performance and learning orientations are "states... not just traits" and that both orientations can be influenced by conditions in the work environment. In particular, the researchers found that performance orientation may be influenced by negative supervisory feedback and that learning orientation may be influenced by both positive and negative supervisory feedback. Mowen et al. (under review) suggest that training may be initiated for those employees who do not diverge too far (e.g., less than one standard deviation) from the mean of customer orientation measures for employees sampled. For learning, performance, and customer orientations it therefore appears that the roles of supervisors and managers are therefore important.

QUALITATIVE RESEARCH FINDINGS

To further explore the customer orientation construct and its impact on success in service and sales settings, a number of focus group sessions with CCP from the real

estate industry were performed. In addition, a number of executive interviews with managers from the industry were also performed. As discussed previously, it appears that there is another surface level personality trait that may be as important as customer, learning, and performance orientations in explaining critical outcome measures. This assertion surfaced from the results of the qualitative research stage.

A series of eight focus groups were completed. During the course of the group meetings several issues pertaining to customer orientation and the success of CCP were discussed. In addition, three meetings were conducted with managers in the real estate field. (Details regarding the focus group discussions and interviews are presented in chapter 3.) A central concern of the CCP and managers that emerged during these meetings was that customer orientation may not be enough for the success of CCP. Reaching bottom-line sales objectives is also critical to the success of CCP.

Several respondents mentioned that even though possessing a high degree of customer orientation is important, spending too much time with customers is also a concern, and the practice may actually prohibit CCP from reaching sales goals. Managers echoed these beliefs and

stated that this is a serious problem with salespeople. Managers did show concern for customer satisfaction and welfare but also expressed much concern for CCP productivity. Several respondents agreed that it takes more than a high degree of customer orientation to be successful in services and sales settings.

A key issue in the qualitative research process was if the selling orientation component of the SOCO scale tapped the construct that appeared to be emerging. Respondents from the focus groups were concerned that the items in the selling orientation (SO) measure did not capture the basic idea of the construct. The respondents believed that CCP can reach bottom-line objectives without engaging in the tactics measured by the SO construct. It was agreed by members of the group that the items in the SO measure were overly negative and that the extreme negativity in the wording of the items did not capture the trait under consideration. The new construct was posited to assess the extent to which CCP focus on sales results without reverting to the selling orientation tactics and doing so in a way in which they focus on bottom-line sales results. Accordingly, the term "results orientation" (RO) was selected for this new construct, and it was conceptualized as capturing the extent to which CCP maximize sales

performance by focusing on bottom-line sales goals. The issue of overall CCP productivity is reviewed next.

CCP Productivity

The notion of salesperson or CCP productivity is one of the most researched areas in the sales literature (Bagozzi 1978; Churchill et al. 1985). In its most basic form, productivity is a measure of how well business resources are being utilized. Usually, productivity is expressed in ratio form as output/input. Businesses typically want to make the quotient as large as possible (Chase, Aquilano, and Jacobs, 1998). Measures of productivity can be either in operational form (e.g., units sold) or financial form (e.g., dollars sales) per unit of input, and changes in productivity over time directly influence firm profitability (Hansen, Mowen, and Hammer 1992). Singh's (2000) research into front line employee productivity highlights the importance of distinguishing between performance *productivity* and performance *quality*. Performance productivity is assessed by comparing quantifiable output with behavioral standards. Results from Singh's study indicate that performance productivity and quality are distinct aspects of performance and that the two constructs are indeed correlated. That managers are concerned about both output quantity and quality is not

new, as performance evaluations are often made on both quantity and quality of output (Singh 2000; Futrell 1998).

Results Orientation Defined

As discussed above, results orientation is defined in the current work as "*the predisposition of CCP to maximize sales performance by focusing on bottom-line sales results.*" It is important to highlight that this construct may be distinguished from performance orientation in that performance orientation focuses on the extrinsic rewards and recognition that come from supervisors and coworkers. Results orientation is a naturally occurring tendency to focus on sales, but not necessarily because of extrinsic rewards. As Sujana et al. (1994) discuss, learning orientation is posited to focus on the salesperson's intrinsic enjoyment of learning new methods of sales. This also appears to differ from the results orientation concept, which is an intrinsically focused motivation to achieve sales results from interactions with customers.

An important issue in this work is distinguishing between selling orientation (Saxe and Weitz 1982) and results orientation. Sample items from the selling orientation measure that were selected for this study can be found in Appendix B. In Saxe and Weitz' view, selling orientation focuses on the needs of the salesperson to make

a sale (much like the selling orientation of a firm) rather than the needs or satisfaction of customer. As can be seen in the extreme negativity of the selling orientation items (e.g., "I try to sell as much as I can rather than to satisfy a customer" and "I keep alert for weaknesses in a customer's personality so I can use them to put pressure on him to buy"), many of these behaviors may be considered unethical. Results orientation, as defined above, is a predisposition to focus on results, but the construct does not consider the unethical behaviors included in the selling orientation construct. Chapter III details the scale development procedure for the results orientation measure.

The Need for Customer and Results Orientations

The results orientation construct is one contribution of this dissertation. While the issue of overall sales and CCP productivity has been examined previously, it appears that no study to date has examined productivity as a personality trait. As discussed previously, results orientation is viewed as a surface trait that CCP possess in varying degrees. As a surface level personality trait, results orientation is an enduring disposition to behave in the specific context of interacting with customers on the job. Results orientation is therefore posited to exist at

the same level in the personality hierarchy as customer orientation. While the two constructs are proposed to be distinct, it is important to note that both constructs should be considered as important to the success of CCP. Whereas customer orientation motivates the employee to remain focused on customer needs, results orientation leads the employee to stay focused on the needs of the organization by focusing on sales results.

That the addition of the results orientation construct potentially allows researchers to better understand the traits that lead to both performance productivity and performance quality. The marketing concept emphasizes the needs of *both* the customer and the organization (e.g., AMA 1985), and therefore both results and customer orientations should play key roles in predicting various outcomes like customer satisfaction, supervisor appraisal, objective sales performance, and self-performance ratings. If an employee has a disposition to satisfy customers while simultaneously focusing on the bottom line overall performance measures should become stronger. It is therefore possible that the two constructs may interact with one another on the key outcome variables in the study.

It is also possible that the relatively weak links between customer orientation and supervisor ratings that

have been found in previous research is due in part to the failure to consider the impact of the results orientation construct. For example, Brown et al. (2000) found that while customer orientation is a significant predictor of self-reported performance, its ability to predict supervisor ratings is much weaker. In the current work, it is hypothesized that results orientation will add to the predictive ability of models that incorporate customer orientation as a predictor of critical outcome measures. In sum, it is proposed that by incorporating customer orientation and results orientation in the same model, and by comparing their influences on customer satisfaction, objective performance, supervisor ratings, and self-rated performance evaluations that a better understanding of the traits that lead to superior performance may be gained.

Hypotheses

One of the major contributions of this dissertation is the extension of the work of Brown et al. (*In Press*) by examining the influence of customer orientation on several outcome measures simultaneously, including customer satisfaction. As discussed above, it appears that no study to date has examined the influence of CCP customer orientation on the satisfaction of their own customers. Based on a review of the literature it is clear that

customer orientation plays an important part in the success of CCP, and according to both Brown et al (*In Press*) and Saxe and Weitz (1982), customer orientation focuses on the needs of the customer.

It is therefore expected that customer orientation will positively influence customer satisfaction. Furthermore, it is expected the new construct, results orientation, will similarly be an important predictor of the outcome variables. To begin the hypothesis development process, it is therefore expected that the degree of customer orientation that a salesperson possesses will positively impact the critical outcomes in our study, namely customer satisfaction ratings, objective performance measures, supervisor performance ratings, and self-rated performance evaluations. In addition, it is also expected that the influence of results orientation on customer satisfaction, supervisor ratings, objective performance measures, and self-rated performance evaluations will also be positive. Formally, the first hypothesis is presented below:

H1: The surface traits of results and customer orientation will positively influence objective performance, customer satisfaction, supervisor evaluations, and self-rated performance evaluations.

Predicting Customer and Results Orientations using the 3M Model

As discussed earlier, a number of personality traits have been shown to predict customer orientation. The efficacy of the 3M model has been shown in a number of settings, and it is expected to perform well in the current study in predicting both customer and results orientations. A number of elemental and compound traits are therefore hypothesized to predict the surface level traits. The findings from the current study will therefore corroborate previous findings regarding the relationship between these traits. In addition, a number of these traits are also hypothesized to predict the new construct, results orientation. These hypotheses are detailed in the following sections.

Hypothesized Influence of Elemental Traits on Customer Orientation

Brown et al. (*In Press*) found that instability was negatively related to customer orientation, however, this result was only partially corroborated by Donovan (1999). It should be noted, however, that the Donovan (1999) measure of customer orientation was a multi-faceted measure of the construct and was different in operationalization from the Brown et al. (*In Press*) measure. It is expected

the results from this study will corroborate these findings and that a negative relationship will be found between instability and customer orientation. This relationship is formally proposed in hypothesis #2.

H2: Instability will negatively influence customer orientation.

The negative influence of introversion on customer orientation has been found across studies (i.e., Brown et al. *In Press* and Donovan {1999}). It is expected that the results of the current study will also reveal a negative influence of introversion on customer orientation.

H3: Introversion will negatively influence customer orientation.

Previous research has also indicated that agreeability is positively related to customer orientation (Brown et al *In Press*; Donovan 1999). It is expected that the results of the current study will offer further evidence of this link. Also, while the results of the proposed positive influence of conscientiousness on customer orientation has yet to be supported with empirical data, it is expected that conscientiousness will exert a positive influence on customer orientation in the current study. Results from qualitative analysis suggest that customer oriented CCP are

conscientious people by nature. These hypothesized relationships are presented in hypotheses 4 and 5.

H4: Agreeability will positively influence customer orientation.

H5: Conscientiousness will positively influence customer orientation.

The influence of openness to experience on customer orientation has only been marginally supported in previous research. Donavan (1999) found support for the positive influence of openness to experience on customer orientation in the food services sample. It is predicted that customer oriented CCP should be open to experience and creative in order to satisfy customer needs. For this reason, openness to experience is hypothesized to positively influence customer orientation in the current study.

H6: Openness to experience will positively influence customer orientation.

Hypothesized Influence of Compound Traits on Customer Orientation

Both Donavan (1999) and Brown et al. (*In Press*) found partial support for the hypothesized positive influence of the need for activity compound trait on customer orientation. The current research will attempt to corroborate this finding in the real estate setting.

H7: The need for activity will positively influence customer orientation.

Similarly, Mowen et al. (*under review*) found evidence that the competitiveness compound trait indirectly influenced customer orientation through the job resourcefulness situational trait. This indirect influence is expected to be corroborated in the current study.

H8: Competitiveness will exert an indirect influence on customer orientation through job resourcefulness.

In addition to the expected corroboration of previous findings, it is hypothesized that the need for learning will positively influence customer orientation. This hypothesis is derived from the assertion that CCP who possess a high degree of customer orientation are driven by a need to learn and to adapt their work behaviors to information that is attained through the learning process. This hypothesis results from the analysis of the focus groups and executive interviews and is stated formally below.

H9: The need for learning will positively influence customer orientation.

Hypothesized Influence of Situational Traits on Customer Orientation

As discussed above, Licata et al. (2000) found a positive influence of job resourcefulness on customer orientation. Because CCP who possess a high degree of customer orientation must be resourceful in their job activities it is expected that this finding will also be corroborated in the current study.

H10: Job resourcefulness will positively influence customer orientation.

Hypothesized Influence of Elemental Traits on Results Orientation

A review of the literature and analysis of the qualitative research findings suggest that a number of elemental traits may be predictive of results orientation. Focus group discussion suggested that CCP who focus on bottom-line sales results tend to focus on their health and the overall state of their body. The rationale for the relationships between need for body resources and the results orientation construct can be found in the assertion that CCP who wish to succeed are concerned not only with their job security and the attainment of sales goals, but also with their own physical welfare. Therefore it is hypothesized that the need for body resources will

positively influence results orientation. This is stated formally below.

H11: The need for body resources will positively influence results orientation.

Focus group discussion also suggested that conscientiousness should also be related to results orientation. It became clear throughout the discussions that a high degree of conscientiousness is required for the successful completion of a number of job related tasks, including the attainment of sales goals. Results oriented CCP are therefore proposed to be driven by an inner focus on the careful and diligent completion of tasks and being conscientious in their work habits. Conscientiousness is therefore proposed to positively influence results orientation. This is stated formally in hypothesis 12 below.

H12: Conscientiousness will positively influence results orientation.

Because the attainment of sales goals is often attached to a number of monetary rewards in sales settings (i.e., compensation) it is proposed that the need for material resources will positively influence results orientation. The focus group discussions suggested that a

predisposition to be attain sales results is often the results of a deeper focus on material needs. Stated formally, this proposition is found in hypothesis 13.

H13: The need for material resources will positively influence results orientation.

It is furthermore proposed that results oriented CCP are similarly driven by an inner need for arousal. Because sales interactions often require a degree of conflict between buyers and sellers, a high need for arousal is likely to influence the predisposition to be results oriented. Stated formally, this hypothesis can be stated as follows.

H14: The need for arousal will positively influence results orientation.

Further, it is hypothesized that introversion and agreeability will both negatively influence results orientation. The qualitative research phase of the study suggested that outgoing CCP are more likely to have a high degree of results orientation. Similarly, the assertion that CCP with a high degree of agreeability may actually have a smaller predisposition to be results oriented. This hypothesis is also rooted in the findings of Brown et al (*In Press*). The researchers found that there was a

negative relationship between agreeability and supervisor evaluations. The rationale suggested was that employees who are highly agreeable may actually spend more time than necessary interacting with customers. It is proposed here that agreeability will have a negative impact on results orientation. These hypotheses are found below.

H15: Introversion will negatively influence results orientation.

H16: Agreeability will negatively influence results orientation.

Hypothesized Influence of Situational Traits on Results Orientation

It is further hypothesized that job resourcefulness will positively influence results orientation. Results oriented CCP must be resourceful in their job activities. Several members of the focus groups suggested that in order to attain sales goals, one must be resourceful in their job activities and be able to get results with whatever assets are available.

H17: Job resourcefulness will positively influence results orientation.

The hypothesized relationships are shown in Figure I, and a summary of the hypotheses is found in Table II.

FIGURE 1

Hypothesized relationships between Elemental, Compound, Situational, Surface, and Outcome Measures

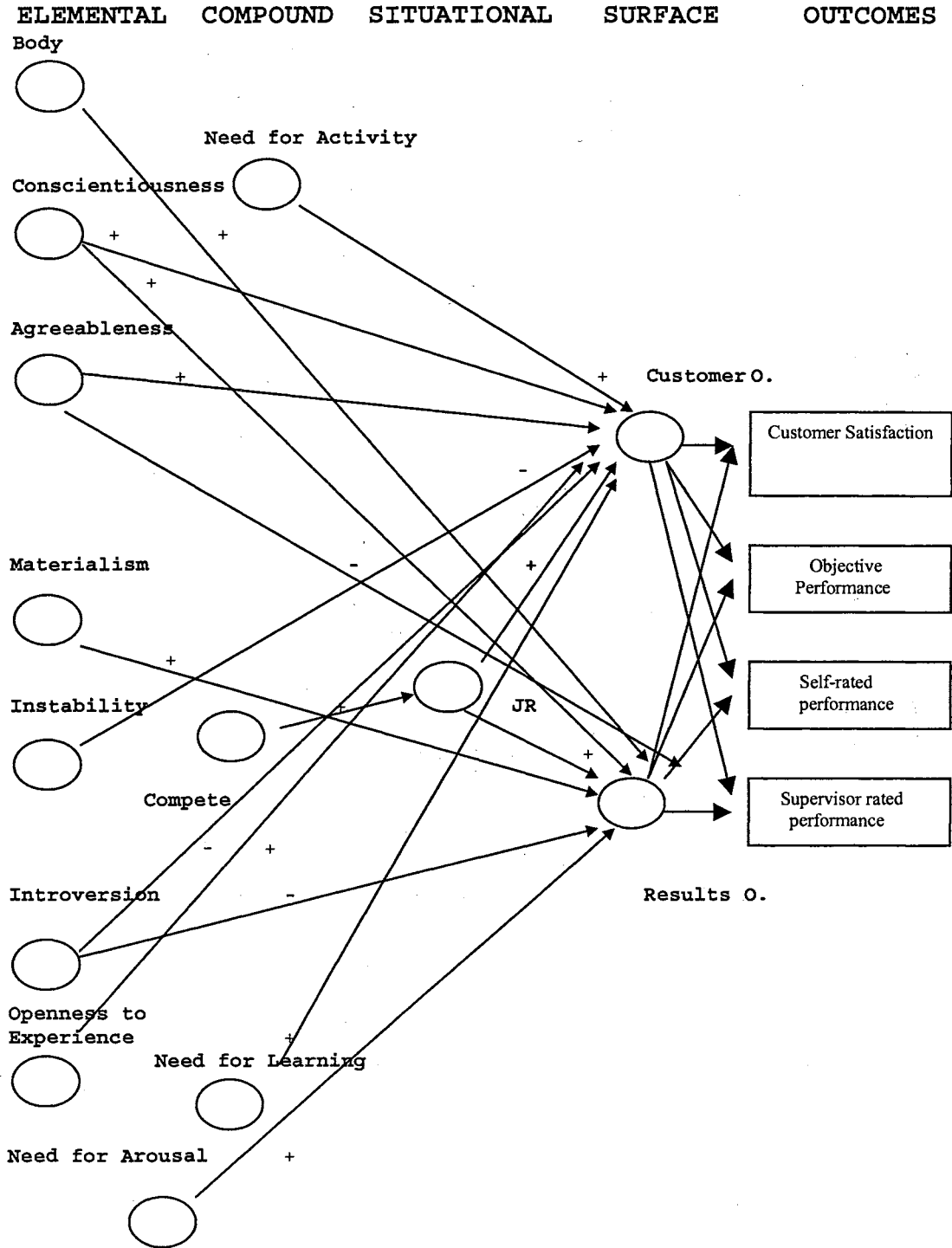


TABLE II
HYPOTHESES

H1	Results and Customer Orientation positively influence objective performance, customer satisfaction, supervisor evaluations, and self-evaluations.
H2	Instability negatively influence customer orientation.
H3	Introversion negatively influence customer orientation.
H4	Agreeability positively influence customer orientation.
H5	Conscientiousness positively influence customer orientation.
H6	Openness to experience positively influences customer orientation.
H7	The need for activity positively influences customer orientation.
H8	Competitiveness exerts an indirect influence on customer orientation through job resourcefulness.
H9	The need for learning positively influences customer orientation.
H10	Job resourcefulness positively influences customer orientation.
H11	The need for body resources positively influences results orientation.
H12	Conscientiousness positively influences results orientation.
H13	The need for material resources positively influences results orientation.
H14	The need for arousal positively influences results orientation.
H15	Introversion negatively influences results orientation.
H16	Agreeability negatively influences results orientation.
H17	Job resourcefulness positively influences results orientation.

CHAPTER III

METHODOLOGY

Introduction

The purpose of the current chapter is delineate the methodology of the study. As such, this chapter discusses both the qualitative and quantitative research designs that allowed the researcher to complete the scale development process for the results orientation construct and to test the hypotheses presented in chapter II. The chapter begins with a discussion of the industry setting that was selected for the study, that is, the real estate industry. It is explained that this industry offered a number of attributes that made it attractive for this study. After a brief discussion of the qualitative research phase of the project, a scale development section for the results orientation construct is presented. It is shown that the results orientation measure exhibits acceptable psychometric properties, including both convergent and discriminant validity. Finally, the complete methodology for the full study is detailed.

Industry Setting

The industry setting selected for the current study was the real estate industry. There are a number of reasons why the real estate industry was selected for the current study. First, real estate businesses exhibit characteristics that include elements of both services and sales industries (Dunlap et al. 1988; Greenburg and Greenburg 1990; Zeithaml and Bitner 2000). Because much of the previous research in regarding customer orientation has taken place in both services and sales settings, the researcher felt that it was important to examine an industry that exhibited both services and sales qualities. In the real estate industry, real estate agents work as both service providers and salespeople. Second, as Dunlap et al. (1988) assert, the real estate industry conforms well to the conditions of Saxe and Weitz (1982) regarding when a customer-oriented approach should be expected.

These conditions are:

1. Salespeople can offer a range of alternatives and have the expertise to assist customers.
2. Customers are engaged in complex buying tasks.
3. A cooperative relationship exists between the salesperson and customers.
4. Referrals and repeat sales are an important source of business (Saxe and Weitz 1982).

In particular, the real estate industry satisfies two of these key instances. First, real estate decisions are often complex and require a great deal of input and assistance from Realtors®. Real estate purchases frequently require substantial cash outlays and there are many decisions that must be made by the real estate customer. Decisions regarding buying and selling homes clearly are high-involvement decisions in that they are often seen as risky decisions and they have a great deal of practical relevance for the buyer or seller (Mowen and Minor 1998). Second, repeat sales and referrals are very important in the industry. As Oliver (1997) suggests, customer satisfaction is important even for products with long purchase intervals, because of positive word of mouth (Oliver 1997). The complexity of real estate decisions was illustrated many times in the focus groups. For example, one Realtor® made the following comment:

"First time home buyers don't know anything about financing, inspections, etc. You sort of have to train people to buy houses."

Comments regarding the importance of repeat sales and word of mouth also emerged many times in the focus groups. A final reason why the real estate industry was selected for the current study is that this industry is currently

under increased competitive and technological pressures. By studying this industry, the research hopes to shed light on what variables and personality orientations impact the success of sales professionals in this field.

Focus groups

As discussed in chapter II, a series of focus groups and executive interviews were conducted with Realtors®. The purpose of this qualitative research was two-fold. First, the focus groups allowed the researcher to better understand the issues that are central to customer orientation in an industry that exhibits satisfied many of aspects identified by Saxe and Weitz (1982). This input was extremely important to the development of the full study design. Second, the input from the real estate professionals aided in the scale development process for the results orientation measure. As discussed previously, it was from the focus groups that the results orientation construct began to be conceptualized. Subsequent focus groups aided further in the scale development procedure for the measure. This is explained in more detail in a subsequent section (see *Scale Development - Results Orientation*).

The focus group interviews took place over a period of months in a small mid-western city. Two real estate firms

participated in the focus groups. Each group session included approximately seven real estate professionals. The group sessions followed the guidelines suggested by Templeton (1994). The researcher served as the moderator for the focus groups, and an assistant was used who took notes for the moderator. In all, eight focus groups were conducted. These sessions were audio taped and the participants were informed of the taping. The tapes were used to record the sessions and to aid in the analysis of the information obtained. In addition to the focus groups, three executive interviews were conducted with real estate brokers. These interviews served to allow the research to gain additional insight into the real estate business, as well as to acquire the input of real estate supervisors.

Findings of Qualitative Research

In sum, two major issues emerged from the analysis of the focus group sessions. These issues were briefly discussed in chapter II and are reviewed here. First, the real estate professionals who attended the focus group sessions reacted very negatively to the Saxe and Weitz (1982) selling orientation scale. These reactions stemmed from the extreme negativity of the items in the selling orientation scale. For example, items such as "I paint too rosy a picture of my products to make them sound as good as

possible", "I keep alert for weaknesses in a client's personality so I can use them to put pressure to get him/her to buy", and "I treat a client as a rival" were all viewed very negatively. An modified version of the SOCO that was utilized in the current study may be found in Appendix B. While the groups consistently agreed that obtaining sales was obviously important to both their firm's survival and to their careers in sales, it was agreed by all that the items were worded far too severely. The second major issue that emerged from the focus groups related to the need for the development of the new construct, results orientation.

Research Design

The research design selected for the full study in this dissertation was the survey method. While there are many research designs available in scientific inquiry (Pedhazur and Schmelkin 1991), the survey method has been selected due to time and resource restraints. In all, there were four separate survey instruments that were utilized in the study. These surveys were either given directly to, mailed to, or exhibited via telephone call to members of three distinct sample groups: a sample of Realtors®, a sample of real estate supervisors, and a sample of customers who have recently completed

transactions with the participating Realtors®. (Because some of the customers in the study could only be contacted via telephone there are two distinct survey instruments for the customer sample.)

A method for matching responses was devised for the study. Each survey had an identification number that allowed all responses to be matched for each observation. The names of individual sales associates were detached from the survey instruments once all data were entered into a data file. This process ensured the anonymity of the responses while allowing the researcher to test the hypotheses presented in Chapter II.

The purpose of the full survey study was two-fold. First, the full study will allow the researcher to undergo the scale development procedure that was adapted from Churchill (1979). Second, the results from the full study were utilized to test the hypotheses set forth in Chapter II. This section of Chapter III details the sample selection, procedure, and method of analysis that were undertaken in the dissertation.

Sample

There were three samples that were utilized in study. First, real estate professionals from four large real estate firms in a large Midwestern city were contacted.

This sample included 146 total CCP and is clearly a convenience sample. The sampling procedure developed as follows. First, the researcher obtained a list of the 21 largest real estate firms in a Midwestern state. The researcher felt that it was important to hold the size of the firms in the study constant to control for any confounding effect of size of firm on the study results. Each of these firms received a cover letter from the researcher and a statewide association of Realtors®. The letter from the association explained the association's support of the project. The cover letters (one from the researcher and one from the association) explained the details of the study and what efforts would be involved. Four firms responded to the cover letter and expressed interest in participating in the study. The researcher met with managers from these firms. All four firms agreed to participate in the study in exchange for customized results. Between the four firms, a total of 146 surveys were completed either at a regularly scheduled sales meeting or were completed at the associate's leisure and then returned directly to the researcher.

The second sample included the direct supervisors of the CCP who completed the sales associate survey. In all, 9 supervisors completed a brief, 10-item performance

evaluation questionnaire that is detailed in a later section. These questionnaires were sent directly to the researcher via mail delivery upon completion.

The third and final sample was a convenience sample of the 3 most recent customers who had completed transactions with the participating sales associates. This sample included only customers who had completed transactions with the associates during the months in which the study was performed, and importantly, *after* the associates had already participated in the study. Customers received either a mail survey, with a \$1 incentive for completing the survey, or were contacted via telephone by a research assistant. The customer satisfaction surveys were also sent directly back to the researcher via regular mail.

MEASURES

As discussed previously, there were four distinct survey instruments in the main study. These include the survey that was given to sales associates, another survey that was to be given to supervisors, and either a mail survey or a telephone survey that were administered to the customers. This section describes each of these surveys, along with the key measures that were used either in the scale development process or in testing the hypotheses presented in chapter II.

Sales Associate Survey

The sales associate survey instrument was approximately five pages in length and took respondents approximately 15 minutes to complete. The survey itself will be presented in booklet format and was titled "Realtor® Professional Needs Analysis." A copy of the survey may be found in Appendix A. Many of the measures on the survey instrument are taken from previous research, while a few were developed specifically for the current study. Only those measures that have been shown to exhibit acceptable reliability and validity in previous research have been used in this study. It should be noted that while many of the constructs that have been included in the survey do not apply directly to theory testing, many of the items are used in determining the construct validity of the new measure, results orientation. As such, several of the items will be used to ascertain the convergent and discriminant validity of the new measure. This section provides a detailed description of all measures included in the survey, beginning with the elemental and compound trait measures taken from the 3M Model of Motivation and Personality.

Elemental Traits

All eight elemental traits from the 3M theory are included in the survey, including: stability (neuroticism), extraversion, openness to experience, agreeability, need for body resources, need for material resources, need for arousal, and conscientiousness. Each of these items are 4-item scales measured with anchored with "never (1)" and "always (9)". These items were taken directly from Mowen (2000) and have been shown to exhibit acceptable psychometric properties.

Compound Traits

The compound traits included in the survey were also taken from Mowen (2000) and include: the need for learning, competitiveness, the need for activity, and self-efficacy. These items are also 4-item measures, with the exception of the self-efficacy measure which is a 6-item measure. These items are also measured on 9-point scales anchored by "never" and "always". All of these measures have also been shown to exhibit acceptable psychometric properties in previous research.

Job Resourcefulness

The job resourcefulness measure is a 4-item measure that was taken from Licata et al. (2000). Job resourcefulness is defined as the predisposition to reach

goals in the face of organizational scarcity. This item is measured on a 9-point Likert-scale bounded by "strongly agree" and "strongly disagree"

Customer Orientation

Customer orientation was measured by utilizing the scale developed by Brown, Mowen, Licata, and Donavan (2000). Although numerous studies have used the SOCO measure of customer orientation, the researcher selected the Brown et al. (2000) measure for the current study. As discussed previously, this measure of customer orientation posits that the surface traits has two dimensions - namely a *needs* dimension and an *enjoyment* dimension. The needs dimension is measured via a 6-item Likert scale (strongly disagree - strongly agree) while the enjoyment dimension is measured via a 7-item Likert scale.

Selling Orientation

As will be discussed in the scale development section, selling orientation is included in the survey for purposes of establishing the construct validity of the new productivity orientation measure. The measure of selling orientation included in the survey is taken from SOCO. In particular, the scale includes the 6 items that were shown to have the highest item-to-total correlation in the

original Saxe and Weitz (1982) study. This scale is also measured in Likert format.

Performance Orientation

The 6-item performance orientation scale that was developed by Sujan, Weitz, and Kumar (1994) is included in the survey. This measure was shown to have acceptable reliability and validity in the Sujan et al. study. As discussed previously, this scale measures the extent to which salespeople focus on the extrinsic rewards that come from looking good to supervisors and coworkers. This measure was also included for assessing the construct validity of the new results orientation measure.

Results Orientation

As discussed throughout this dissertation, the results orientation scale represents a major contribution of the dissertation. This measure is discussed in detail in the scale development section. The scale is a 6-item scale again anchored by "strongly disagree" and "strongly agree." (See *Scale Development - Results Orientation* for an in-depth discussion of this scale and the scale development procedure.)

Working Harder/Working Smarter

The 12-item scale of working smart (Sujan, Weitz, and Kumar 1994) was included in the survey. As discussed

previously, this construct focuses on the extent to which salespeople actively plan out the steps to making a sale and utilize their time wisely. Sujan, Weitz, and Kumar reported a reliability of $\alpha = .82$ in their original study. The working hard measure also comes from Sujan, Weitz, and Kumar (1994). This is a 3-item that had a reported $\alpha = .68$.

Adaptive Selling

Adaptive selling was measured by taking the 6 items that had the highest item-to-total correlation in the original ADAPTS article of Spiro and Weitz (1990). As discussed earlier, adaptive selling is defined as "the altering of sales behaviors during a customer interaction or across customer interactions based on perceived information about the nature of the sales situation (Weitz, Sujan, and Sujan 1986).

Learning Orientation

Learning orientation was measured via the 9-item scale developed by Sujan, Weitz, and Kumar (1994). The reliability of the scale was reported as $\alpha = .81$ in their study. This measure, along with the customer, performance, and productivity orientation measures, is central to the theory testing procedure that is discussed in Chapter IV.

Dependent measures

There are four distinct dependent measures in this study. Each dependent measure (i.e., self-rated performance, supervisor-rated performance evaluations, objective performance, and customer satisfaction) came from separate sources to minimize potential method variance concerns. These items are discussed in this section.

It should be noted that Churchill et al. (1985) reported in their meta-analysis conclusions that self-report measures of sales performance do not demonstrate any particular upward bias. They conclude that there is no evidence in favor of using any particular type of performance measure. As Sujana, Weitz, and Kumar (1994) discuss, there is little consensus regarding whether job performance should be measured through subjective evaluations by supervisors, customers, coworkers, salespeople, objective measures, or by any combination of these methods.

Self-Rated Performance Evaluation

Self-rated performance evaluation was measured on a 9-item scale developed for the current study. This scale is anchored by "among the worst in the company (1)" and "among the best in the company (9)". The first item was a measure of "overall quantity of work performed". The second item

assessed "overall quality of work performed", and the third item was a global measure of "overall job performance". Several authors have used self-rated performance evaluations similar to this method, including Brown, Mowen, Donovan, and Licata (2000), Donovan, Mowen, and Brown (2000), and Sujan, Weitz, and Kumar (1994). Furthermore, 6 items tap functional and technical performance qualities as proposed by Grönroos (1985).

Supervisor Evaluations

As discussed previously, supervisor evaluations were sent directly to the supervisors of the sales associates who participated in the study. The measures on the supervisor survey were exactly the same as those that were included in the sales associate self-rated performance evaluation section. The researcher felt that it was important to keep both sets of items exactly the same for purposes of analysis and interpretation. The supervisor evaluation form is included in Appendix A. Included in the supervisor evaluation form are items that measure the functional (3 items) and technical (3 items) service qualities as proposed by Grönroos (1985). It should be noted that it has been shown that supervisory ratings and objective performance ratings are only moderately

correlated and impacted by the type of rating format (Heneman 1986).

Customer Satisfaction

The customer satisfaction survey contained a number of items that were used to assess the overall satisfaction of customers with their completed real estate transactions with the participating sales associate as well as a number of items that tap the functional and technical service qualities. The customer satisfaction questions were measured on 10-point Likert scales. The change from the 9-point format to a 10-point format on the customer surveys was done to make the customer satisfaction questions as easy as possible for consumers to interpret. These surveys can also be found in Appendix A.

In sum, three items were used to assess the overall satisfaction of customers. The first item was an overall, or global, measure of satisfaction (anchored by "very dissatisfied / very satisfied"). The second item was a subjective disconfirmation measure in which the customer compared their perceptions of the service that they received from the associates with the service that they expected (anchored by "much worse than I expected / much better than I expected"). The third item was a "recommendation" measure that asked the customers the

extent to which they would recommend the associate to a friend (anchored by "definitely would not recommend / definitely would recommend"). The coefficient alpha (α) for the three-item measure was .94.

Objective Performance

The final dependent measure for the study was a single item objective sales performance measure. The overall dollar amount of sales that the associate had made during the calendar year was gathered by supervisors and sent directly to the researcher. Prior to analysis, the sales data were converted to a "sales-per-day" basis. This was done to alleviate concerns regarding the sales data being gathered at different points in time for each firm. That is, the data collection process allowed the firms to submit sales data at their convenience, and as a result, the "sales per day" conversion was necessary in order to keep all data on a similar time frame.

Matching Procedure

It was necessary for the researcher to match all responses for each observation obtained in the study. As such, the CCP survey required the associate to complete a number of questions pertaining to personality and on-the-job behaviors. Also, the CCP were asked to rate their own job performance. The supervisors were then asked to rate

the job performance of the participating associates. Each associate received only one rating, that is, a rating from the one supervisor who had directly supervisory responsibilities over the associate. The customer satisfaction surveys were then matched to the associate surveys. Because there were potentially three customers responding for each associate, an average was taken for the customer satisfaction measures included in the study. These averages were then matched to the CCP surveys. Finally, the objective sales performance data was matched to the CCP surveys. By matching all four dependent measures to the CCP surveys (i.e., self-performance ratings, supervisor performance ratings, customer satisfaction scores, and objective performance) the researcher was able to test the hypotheses presented in chapter II.

Sample Demographics

In total, 176 total CCP surveys were distributed to associates of which 159 were completed and returned to the researcher. Of these, 146 were usable and included in the study. Of these, 44.9% were returned from the first firm, 17.7% from the second, 16.3% from the third, and 20.4% from the fourth. 72% of the respondents were female. The average age of respondents was 48.7 years, and the average

tenure in the industry was 9.6 years. Furthermore, 88.4% of the respondents worked full-time.

One-hundred thirty four supervisor evaluations were completed and returned from 9 supervisors. The largest percentage of associates rated by any one supervisor was 15.8%. Year-to-date sales performance data were obtained for 126 associates.

In total, the researcher obtained 300 customer names. These customers were contacted either via mail or by telephone. One-hundred-thirty-nine customers responded to the mail surveys (response rate = 70%) and 52 customers completed telephone surveys (response rate = 52%). In total, 191 customers responded to the customer satisfaction study for an overall response rate of 64%. Of these, 152 were buying homes in their transaction with the realtors, 14 were selling homes, and 25 were doing both. There were no significant differences among these three groups on overall satisfaction ($F = 1.35, p = .26$). Furthermore, there were no significant differences in satisfaction for those customers who responded via mail versus telephone ($F = .825, p = .37$).

As discussed previously, customer satisfaction data was averaged and matched to the associate data. In total, 106 completely matched (i.e., with all four dependent

measures for each observation) observations were available for the primary analysis.

Non-response bias

A threat to the validity of the findings in any survey design is non-response bias (Pedhazur and Schmelkin 1994). With non-response bias, the researcher may be in error when failing to consider that there may be differences between those members of the sample who chose to return the mail survey and those who chose not to respond to the survey.

For customer satisfaction surveys, the 64% response rate raises the question that it may be possible that those who chose not to respond to the survey also differed in some important way (e.g., in their overall level of satisfaction) than those who did choose to participate. One method for measuring possible non-response concerns calls for the assumption that those who respond late to the survey instrument are similar to those who do not respond at all. A simple two-group ANOVA was performed to check for differences in overall satisfaction levels between those respondents who responded to the first mailing and those who responded to the second mailing. The results revealed a non-significant difference in overall satisfaction for these groups ($F = .44, p = .51$). This result suggests that there were no differences between the

two groups on a key dependent measure, that is, overall satisfaction.

SCALE DEVELOPMENT - RESULTS ORIENTATION

The scale development procedure for the results orientation construct used a modification of the procedure recommended by Churchill (1979). It is worth noting that Churchill suggests that before any new construct is introduced into the literature that it is clearly justifiable to attempt to do so. Simply put, researchers must have good reasons for developing new constructs to be added to the marketing literature. The review of the literature as presented above, when combined with the qualitative analysis supports the contention that the development of the new construct, results orientation, is justified and is worthwhile. Items that are meant to tap the results orientation construct came from the literature review, the results of the focus group sessions, the executive interviews, as well as from input from experts in marketing academia.

Initially, five items that were purported to tap the results orientation construct were developed. These items may be found in Appendix B. The construct was initially proposed to be uni-dimensional, with all five items loading on a single dimension.

Data collected from the 146 CCP surveys were used for the scale development procedure. Prior to analysis, missing data were replaced via mean substitution. Coefficient alpha was utilized to measure the internal consistency reliability of the measure. Alpha for the five item scale was .80, and all item-to-total correlations were greater than .50.

An exploratory factor analysis (EFA) procedure was performed to check the dimensionality of the measure via SPSS 7.50. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO - MSA) index for the items was .731, indicating that the data set was appropriate for EFA. Further, the Bartlett's Test of Sphericity was significant ($\chi^2 = 218.64$, d.f. = 10, $p < .001$) indicating that the population correlation matrix was significantly different from zero (Hair, et al. 1995). The results of the EFA revealed that all five items loaded on one factor, and that a single factor solution was appropriate using the "eigenvalue greater than one" criterion. The single factor accounted for 55.45% of the variance in the data set.

Assess construct validity

There are a number of issues related to the construct validity of the new measure. Construct validity is essentially a term that is used in an umbrella fashion,

that is, it is an overall description of the face, convergent, discriminant, trait, and nomological validities of a new measure (Peter 1981). Traditionally, convergent and discriminant validity have been assessed via the multitrait-multimethod (MTMM) matrix as proposed by Campbell and Fiske (1959). However, recent developments in structural equations modeling (SEM) have allowed researchers to gain new methods for establishing these validities.

As Peter (1981) discusses, there are several problems with the MTMM approach. First, there is a practical problem of devising different methods for each measure. Second, there are no true cut-offs for determining convergent and discriminant validity. Third, nearly any set of measures taken from sufficiently large data sets will be at least mildly correlated. For these reasons, the researcher elected to use the SEM procedure as outlined by both Anderson and Gerbing (1988) and Fornell and Larcker (1981).

The correlation matrix for the items comprising the results orientation matrix was used as input into SEM using LISREL 8.30. The results supported the convergent validity of the measure with all items loading significantly on one factor with all t-values greater than 7.00. The fit

indices were acceptable ($\chi^2 = 21.77$, d.f. = 5, $p = < .001$, RMSEA = .15, GFI = .94, CFI = .90). It is noted that the fit indices did improve slightly when the items with the lowest item-to-total correlations (items # 1 and #5 respectively) were dropped from the analysis ($\chi^2 = 5.52$, d.f. = 2, $p = .06$, RMSEA = .11, GFI = .98, CFI = .97). However, the items contributed to the face validity of the construct and for this reason remained in the analysis. Table III presents the factor loadings, item-to-total correlations, means, and t-values for each item in the measure. The average variance extracted (AVE) for the measure was .45 and the composite reliability was .80.

TABLE III
FACTOR LOADINGS, ITEM-TO-TOTAL CORRELATIONS, MEANS,
AND T-VALUES FOR RESULTS ORIENTATION ITEMS

Item	Loading	Item-to-total	Mean	t-value
1. Closing every sale is a high priority for me.	.59	.51	7.35	7.04
2. Reaching sales goals is most important to me.	.72	.63	6.47	9.00
3. I focus on "the bottom-line" in my sales efforts.	.72	.62	5.74	8.92
4. It is important for me to obtain sales results from each customer contact.	.69	.61	5.82	8.44
5. Achieving sales objectives is fun for me.	.62	.53	6.89	7.48

(AVE = .45, Composite Reliability = .80)

Discriminant Validity

To determine the discriminant validity of the new measure, a series of nested model chi-square difference tests were performed based on the procedure discussed by Fornell and Larcker (1981). This process involved comparing the measure with five other measures with which discriminant validity should be expected. These measures were selling orientation, adaptive selling, learning orientation, performance orientation, and customer orientation. The goal of the analysis was to support the assertion that results orientation does indeed differ from these other measures. The researcher compared a series of a uni-dimensional models with all indicators loading on a single factor and a two-factor model for each pair of the model comparisons (e.g., results versus selling orientations). For each pair of nested models, the results indicated that the results orientation measure did indeed exhibit discriminant validity from the other measures. More specifically, the process revealed that a significant decrease in chi-square (χ^2) was produced when moving from a one-factor to a two-factor model for each pair of constructs investigated, that the average variance extracted (AVE) indices for each measure were greater than the square of the factor intercorrelations (Φ), and that

the confidence intervals around Φ did not contain 1 (Fornell and Larcker 1981). These results are presented in Table IV. Correlations, means, and standard deviations for the scales included in the discriminant validity analysis are presented in Table V.

TABLE IV

DISCRIMINANT VALIDITY INDICES FOR NESTED MODEL TESTS

Model Comparison	$\Delta\chi^2$, One-factor vs. Two-factor model	AVES	Confidence Interval around Φ
Results Orientation, Selling Orientation	262.48, p < .05	.45, .39	(.03, .39)
Results Orientation, Adaptive Selling	198.70, p < .05	.45, .58	(.28, .60)
Results Orientation, Learning Orientation	191.80, p < .05	.45, .30	(.31, .63)
Results Orientation, Performance Orientation	220.11, p < .05	.45, .47	(.27, .59)
Results Orientation, Customer Orientation*	343.22, p < .05		

* = 2 factor Customer Orientation measure (Brown et al. ,

In Press)

TABLE V

Means, Correlations, Standard Deviations for Measures Utilized in Discriminant Validity Analysis

Measure	Correlation With Results Orientation	Mean	Std. Dev.
Results Orientation	---	6.39	1.55
Adapts	.41**	6.67	1.54
Performance Orientation	.51**	5.18	1.71
Learning Orientation	.35**	7.38	1.03
Selling Orientation	.28**	2.01	1.04
Customer Orientation	.10	8.22	.63

(** = significant at $p < .05$)

CHAPTER IV

FINDINGS

Introduction

This chapter presents the findings of a series of single-indicator latent variables models that were performed via LISREL 8.30. The structural models were used to test the hypotheses presented in chapter II. Results from the analysis indicate that a number of the hypotheses were supported and that the models exhibited acceptable model fit. In addition to finding support for a number of the hypothesized relationships, the researcher also identified a number of additional relationships between the variables under investigation.

Data Analysis

The hypotheses in this study were analyzed by using structural equation modeling (SEM) utilizing LISREL 8.30. Because the research entails a number of latent variables, each measured with single item summated scales, and because there is more than one dependent variable, SEM is appropriate (Hair, et al. 1994). As Gerbing and Anderson (1988) discuss, the practice of using single item summated scales simplifies the complexity of the analysis by drastically reducing the number of manifest variables. The analysis followed the recommended two-step procedure advocated by Anderson and Gerbing (1988).

In all, four models were analyzed. Each of the models examined the relationships between the traits in Mowen's (2000) hierarchy and one outcome variable. It was necessary to analyze the data with four distinct models because of sample size constraints. It will be shown in the analysis that follows that the relationships between the elemental, compound, situational, and surface traits are essentially the same in each model. This was expected as each model was run using the same subjects. The only differences in these relationships are slight deviations in the t-values. However, there were no differences in overall level of significance for any of these

relationships. Because there were no significant differences between the models, the hypothesis testing procedure was based on the results of all of the models.

Influential cases

In all, four distinct models were tested. Each model included one of the dependent variables under consideration (e.g., self-performance ratings, supervisor performance ratings, customer satisfaction, and objective sales performance.) It was necessary to analyze the data with four models because of limitations imposed by the sample size ($n = 106$). Each of the four models is discussed in this section.

Prior to data analysis, the data were examined in an attempt to identify potential influential cases that may affect the results of the study. Because influential cases can distort the results of any study, it is important that these cases are identified prior to analysis (Hair, et al. 1994). In sum, eight cases were identified as potential outliers by examining Studentized Residual values, DFBETAs, and Centered Leverage points. The analyses reported herein were conducted with these cases both excluded and then included in the models. The results indicated that there were no significant changes in hypothesized relationships because of the inclusion or exclusion of these variables.

For this reason, and because the sample size for the study was relatively small ($n = 106$) the models reported in this section include the influential cases in the analyses.

Research Questions 1 & 2

Models 1 - 4 were utilized to test the hypotheses presented in chapter II and to examine research questions one and two. As discussed previously, four models were tested during the data analysis. The initial model tested the hypothesized relationships between the elemental, compound, situational, and surface level traits as well as the impact of the two surface level traits, customer orientation and results orientation, on the self-performance ratings. The second model tested the same relationships between the traits in the hierarchy and their impact on supervisor performance ratings. In the third model, the dependent variable was sales productivity. In the final model, the dependent variable was customer satisfaction. The first model is illustrated in Figure II. For simplicity, this is the only model that is illustrated in the current section. All analyses in this section used a single-indicator latent variable approach with each trait measured by using a single (average) score. Factor loadings were set at square root of alpha and error variances were set at $(1 - \alpha) * \text{variance}$ (Bollen, 1989).

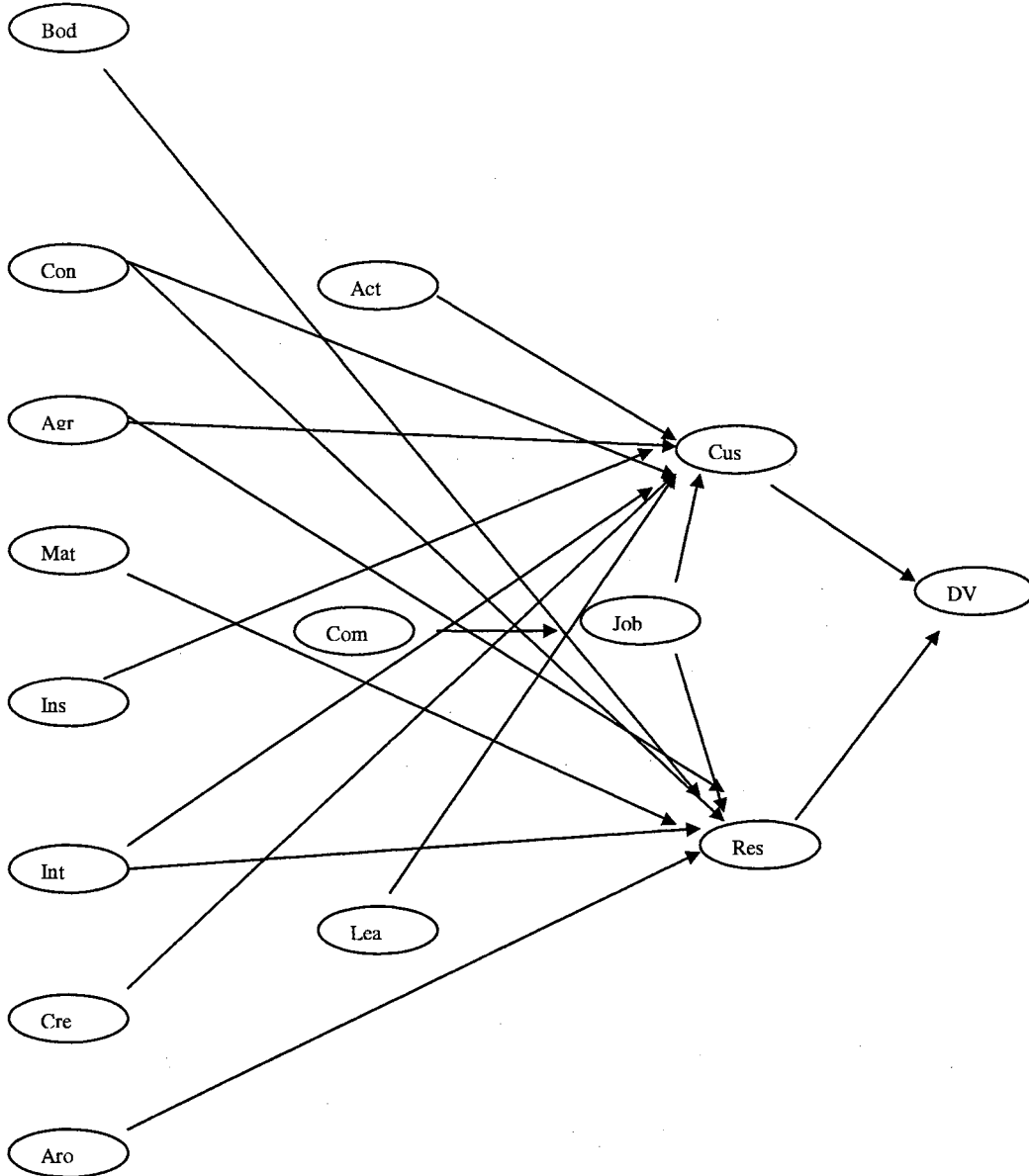
The rationale for setting the error variances to $(1 - \alpha) *$ variance is that this accounts for the proportion of variance in the measures due to measurement error. Reliability information and mean scores for each of the scales used in the analysis may be found in Table VI.

TABLE VI

RELIABILITY, MEANS, AND VARIANCES FOR SCALES

Measure	Alpha	Mean	Standard Deviation
Need for Activity	.92	7.05	1.70
Agreeability	.94	7.41	1.72
Need for Arousal	.90	4.43	2.00
Body resources	.89	5.45	1.84
Competitiveness	.91	5.63	1.94
Conscientiousness	.93	6.28	1.84
Creativity	.95	5.81	2.00
Need for Learning	.86	6.82	1.57
Instability	.89	2.95	1.41
Introversion	.92	2.88	1.69
Job Resourcefulness	.90	7.11	1.26
Material Resources	.91	5.10	1.91
Customer Orientation	.90	8.22	.64
Results Orientation	.80	6.38	1.56
Self-Performance Ratings	.81	7.67	.83
Supervisor-Performance Ratings	.96	7.38	1.37
Customer Satisfaction	.94	9.12	1.22
Objective Sales Performance (single item measure)	***	7628.12	8971.23

FIGURE II: STRUCTURAL MODEL



Bod = Need for Body Resources
 Con = Conscientiousness
 Agr = Agreeability
 Mat = Need for Material Resources
 Ins = Instability
 Cre = Creativity
 Aro = Need for arousal

Act = Need for Activity
 Com = Competitiveness
 Lea = Need for Learning
 Job = Job Resourcefulness
 Cus = Customer Orientation
 Res = Results Orientation

DV = Dependent Variable, for Model 1 DV = Self Ratings, for Model 2 DV = Supervisor Ratings, for Model 3 DV = Sales, for Model 4 DV = Customer Satisfaction

Results

Because of sample size constraints, the examination of the measurement model was not possible. In lieu of the standard two-step approach as recommended by Anderson and Gerbing (1988), discriminant validity analyses for the results and customer orientation measures took place in the scale development section. As discussed, the results orientation measure exhibited acceptable levels of discriminant validity when assessed against customer orientation, selling orientation, adaptive selling, learning orientation, and performance orientation. While this approach is not ideal, it was necessary given sample size constraints.

The results of the structural models are given in Table VII. Significance levels are highlighted. As can be seen in the table, the path coefficients are very similar between each of the four models as discussed previously. Although the overall model fit for each model was relatively poor (i.e., significant chi-squares, high RMSEAs, and low GFIs and CFIs), a number of the hypothesized relationships were supported. Table VIII presents the fit indices and variance accounted for in each model.

TABLE VII

STANDARDIZED PATH COEFFICIENTS MODELS 1 - 4

Customer Orientation → Self	.41**	--	--	--
Results Orientation → Self	.06	--	--	--
Customer Orientation → Supervisor	--	.02	--	--
Results Orientation → Supervisor	--	-.05	--	--
Customer Orientation → Customer Satisfaction	--	--	--	.21**
Results Orientation → Customer Sat	--	--	--	-.22**
Customer Orientation → Sales	--	--	-.12	--
Results Orientation → Sales	--	--	.12	--
Instability → Customer Or.	-.12	-.11	-.11	-.11
Introversion → Customer Or.	-.02	-.01	-.01	-.01
Agreeability → Customer Or.	.26**	.27**	.27**	.27**
Conscientiousness → Customer Or.	-.03	-.04	-.04	-.04
Creativity → Customer Or.	-.18	-.18	-.18	-.18
Need for Activity → Customer Or.	.10	.11	.10	.10
Competitiveness → Job Resourcefulness	.34**	.34**	.34**	.34**
Need for Learning → Customer Or.	.15	.16	.16	.15
Job Resourcefulness → Customer Or.	.30**	.28**	.28**	.28**
Need for Body Resources → Results Or.	.24**	.24**	.25**	.25**
Conscientiousness → Results Or.	-.04	-.05	-.04	-.06
Need for Material Resources → Results Or.	.45**	.45**	.45**	.46**
Need for Arousal → Results Or.	.04	.05	.04	.04
Introversion → Results Or.	.06	.06	.06	.06
Agreeability → Results Or.	-.07	-.07	-.08	-.08
Job Resourcefulness → Results Or.	.05	.04	.05	.06

(** = significant at $p < .05$; * = Significant at $p < .10$.)

TABLE VIII

FIT INDICES FOR MODELS 1 - 4

Model	χ^2	p-value	RMSEA	GFI	CFI
1 DV = Self ratings	100.17 d.f.= 32	p < .001	.14	.89	.79
2 DV = Supervisor ratings	79.53 d.f.= 32	p < .001	.12	.91	.84
3 DV = Sales	76.08 d.f.= 32	p < .001	.11	.91	.84
4 DV = Customer Satisfaction	75.45 d.f.= 32	p < .001	.11	.91	.85

Variance Accounted for:

Self=.18, Super =.003, Customer Sat.=.093, Sales=.03
 Customer Orientation = .24, Results Orientation = .36,
 Job Resourcefulness = .11

Findings

Hypothesis one stated that results and customer orientations would both exert a direct, positive relationship on objective performance, customer satisfaction, supervisor evaluations, and self-evaluations. As can be seen in Table VII, this hypothesis is only partially supported. The positive impact of customer orientation on self-performance ratings is supported (standardized path coefficient = .41; $t = 3.89$; $p < .05$), but the hypothesized influence of results orientation on self-performance ratings is not supported (standardized path coefficient = .06; $t = .50$; $p > .10$). The hypothesized impact of customer orientation on supervisor-performance ratings is not supported (standardized path coefficient = .02; $t\text{-value} = .21$; $p > .10$). This is result is in contrast to that of Brown et al. (*In Press*), who found that customer orientation did impact supervisor-performance ratings. Moreover, the hypothesized influence of results orientation on supervisor-performance ratings was not supported (standardized path coefficient = $-.05$; $t\text{-value} = -.46$; $p > .10$).

The influence of customer orientation on customer satisfaction was positive and significant (standardized

path coefficient = .21, t-value = 2.09, $p < .05$). Also, the influence of results orientation on customer satisfaction was negative and significant (standardized path coefficient = $-.22$, t-value = -2.07 , $p < .05$). This finding was opposite of what was hypothesized. This finding suggests that customers may be unhappy with CCP who possess a strong degree of results orientation. It appears that customers enjoy the positive effects of customer orientation, but they do not enjoy interacting with CCP who focus on closing every sale. It may be that CCP who possess a strong degree of results orientation may be viewed as being overly pushy and this perception may detract from overall customer satisfaction.

The hypothesized influence of customer orientation on objective performance was not supported (standardized path coefficient = $-.12$; t-value = -1.17 ; $p > .10$). The hypothesized positive influence of results orientation on objective performance is also not supported (standardized path coefficient = $.12$; t-value = 1.13 ; $p > .10$). Although the relationship was in the opposite direction than hypothesized, the result was not significant. Although hypothesis one posited that a high degree of results orientation would lead CCP to accomplish sales goals and

possess higher sales data figures, this assertion was not supported by the data in this study.

Determinants of Customer Orientation

In all, three of the nine hypotheses regarding the determinants of customer orientation were supported by the data. Hypothesis two stated that instability would negatively influence customer orientation. This hypothesis is not supported by the data (standardized path coefficient = $-.12$; t -value = $-.95$; $p > .10$). Similarly, hypothesis three stated that introversion would negatively influence customer orientation. This hypothesis is also not supported (standardized path coefficient = $-.02$; t -value = $-.10$; $p > .10$). Hypothesis four stated that agreeability would positively influence customer orientation. This hypothesis is supported (standardized path coefficient = $.26$; t -value = 2.14 , $p < .05$). This finding corroborates the findings of Brown et al. (*In Press*). It appears that agreeable persons do exert high degrees of customer orientation.

Hypothesis five stated that conscientiousness would positively influence customer orientation. This hypothesis is not supported (standardized path coefficient = $-.03$; t -value = $-.37$; $p > .10$). Hypothesis six stated that openness to experience would positively influence customer

orientation. This hypothesis is also not supported (standardized path coefficient = $-.18$; t -value = -1.15 ; $p > .10$). Hypothesis seven stated that the need for activity would positively influence customer orientation. This result was not significant (standardized path coefficient = $.15$; t -value = $.85$; $p > .10$).

Hypothesis eight stated that competitiveness would exert an indirect influence on customer orientation through job resourcefulness. To formally test this hypothesis, the procedure recommended by Baron and Kenny (1986) was followed. According to this procedure, perfect mediation is revealed if three conditions hold in a regression analysis. First, the independent variable (i.e., competitiveness) must exert a significant impact on the mediator (i.e., job resourcefulness). This relationship was found (beta coefficient = $.28$; t -value = 2.96 ; $p < .05$). Second, the independent variable (i.e., competitiveness) must exert a significant influence on the dependent variable (i.e., customer orientation) in the second equation. This was found (beta coefficient = $.16$; t -value = 1.68 ; $p < .10$). Finally, the mediator (i.e., job resourcefulness) must exert a significant relationship on the dependent variable (i.e., customer orientation) when the dependent variable is regressed on both the independent

variable (i.e., competitiveness) and the mediator (i.e., job resourcefulness). This was also found (beta coefficient = .26; t-value = 2.71; $p < .05$). In the third equation, the effect of competitiveness on customer orientation was non-significant (beta coefficient = .09; t-value = .91; $p > .10$), revealing that the effects of competitiveness on customer orientation are completely mediated by job resourcefulness.

Hypothesis nine stated that the need for learning would positively influence customer orientation. This hypothesis was not supported (standardized path coefficient = .15; t-value = .87; $p > .10$). The final hypothesis that related to the determinants of customer orientation was hypothesis ten. Hypothesis ten stated that job resourcefulness would positively influence customer orientation. This hypothesis was supported (standardized path coefficient = .30; t-value = 2.77; $p < .05$). The data indicate that job resourcefulness does indeed influence customer orientation. This result corroborates that of Mowen et al. (2000).

As stated above, only three of the nine hypotheses relating to the determinants of customer orientation are supported by the data. It is possible that this is because of the relatively small sample size and the resultant low

statistical power in the study. The results here indicate that customer orientation is driven by agreeableness and job resourcefulness. The other hypothesized antecedents (e.g., instability, introversion, etc.) appear not to influence customer orientation. As such, only two of the previous findings regarding the impact of higher-level personality traits on customer orientation are corroborated in the study.

Determinants of Results Orientation

A major focus of the study was on the personality determinants of the new construct, results orientation. Seven hypotheses were presented in Chapter II. The results of the hypothesis testing for the results orientation construct are given in the current section.

Hypothesis eleven stated that the need for body resources positively influences results orientation. This hypothesis is supported (standardized path coefficient = .24; t -value = 2.09; $p < .05$). The data reveal that the need for body resources does indeed influence results orientation as hypothesized. CCP with a strong focus on their own body needs are therefore expected to possess a high degree of results orientation.

Hypothesis twelve stated that conscientiousness positively influences results orientation. This hypothesis

is not supported by the data (standardized path coefficient = $-.04$; t -value = $-.28$; $p > .10$). The data from this study suggest that that conscientiousness is not related to results orientation. This was a surprising finding. Although it was hypothesized that conscientiousness would drive results orientation, it does not appear that this is the case.

Hypothesis thirteen stated that the need for material resources would positively influence results orientation. This hypothesis is supported (standardized path coefficient = $.45$; t -value = 3.96 ; $p < .05$). The relationship between the need for material resources and results orientation was particularly strong (e.g., t -value > 3.00). This result highlights the assertion that CCP who possess a high degree of results orientation are driven by a focus on material gains. It appears therefore that the desire for material resources contributes to the tendency to accomplish sales goals.

Hypothesis fourteen stated that the need for arousal would positively influence results orientation. This hypothesis was not supported (standardized path coefficient = $.04$; t -value = $.39$; $p > .10$). In fact, the relationship between the two constructs was very weak. It appears

therefore that the need for arousal is actually unrelated to results orientation.

Hypothesis fifteen stated that introversion would negatively influence results orientation. This hypothesis was not supported (standardized path coefficient = .06; t-value = .39; $p > .10$). Similarly, hypothesis sixteen, which stated that agreeability would negatively influence results orientation, is not supported (standardized path coefficient = -.07; t-value = -.72; $p > .10$).

Finally, hypothesis seventeen stated that job resourcefulness would positively influence results orientation. This hypothesis is not supported (standardized path coefficient = .05; t-value = .52; $p > .10$). It appears from the data that job resourcefulness is not related to results orientation.

In sum, five of the sixteen hypotheses regarding the personality traits that are predictive of results orientation and customer orientation were supported. A summary table for these hypotheses is given in Table IX. below. Overall, the data reveal that customer orientation is driven directly by agreeability and job resourcefulness and indirectly by competitiveness. Results orientation, on the other hand, appears to be driven by the need for body resources and the need for material resources.

TABLE IX**RESULTS FROM HYPOTHESIS TESTING**

H1	Results and Customer Orientation positively influence objective performance, customer satisfaction, supervisor evaluations, and self-evaluations.	PS
H2	Instability negatively influence customer orientation.	NS
H3	Introversion negatively influence customer orientation.	NS
H4	Agreeability positively influence customer orientation.	S
H5	Conscientiousness positively influence customer orientation.	NS
H6	Openness to experience positively influences customer orientation.	NS
H7	The need for activity positively influences customer orientation.	NS
H8	Competitiveness exerts an indirect influence on customer orientation through job resourcefulness.	S
H9	The need for learning positively influences customer orientation.	NS
H10	Job resourcefulness positively influences customer orientation.	S
H11	The need for body resources positively influences results orientation.	S
H12	Conscientiousness positively influences results orientation.	NS
H13	The need for material resources positively influences results orientation.	S
H14	The need for arousal positively influences results orientation.	NS
H15	Introversion negatively influences results orientation.	NS
H16	Agreeability negatively influences results orientation.	NS
H17	Job resourcefulness positively influences results orientation.	NS

(S = Hypothesis is supported; NS = hypothesis not supported; PS = Partial Support)

Modification Indices

Because of the relatively poor fit statistics found in the original models, a number of paths were added based on the modification indices that made sense theoretically. In all, three paths were added from the basic personality traits to the dependent variables and four paths were added from the traits to job resourcefulness. Paths were added from conscientiousness and competitiveness to the dependent variables as well as from job resourcefulness to the dependents. Paths were also added from need for activity, conscientiousness, creativity, and need for learning to job resourcefulness.

The resultant fit indices are much improved and are shown in Table X. The addition of these paths revealed that self-ratings are also driven by job resourcefulness (t -value = 3.11) and competitiveness (t -value = 1.94). Job resourcefulness is driven by the need for activity (t -value = 2.16 and creativity (t -value = 3.11). Interestingly, when the paths were added from the need for activity and creativity to job resourcefulness, the effect of competitiveness on job resourcefulness went to non-significant suggesting that the effect of competitiveness on job resourcefulness is not as strong as the effects of the deeper traits on job resourcefulness.

TABLE X
FIT INDICES FOR MODIFIED MODELS

Model	χ^2	p-value	RMSEA	GFI	CFI
1 DV = Self ratings	45.57 d.f. = 28	p < .003	.095	.94	.93
2 DV = Supervisor ratings	50.79 d.f. = 28	p < .005	.088	.94	.93
3 DV = Sales	48.03 d.f. = 28	p < .011	.083	.94	.93
4 DV = Customer satisfaction	47.34 d.f. = 28	p < .013	.081	.94	.94

Variance Accounted for:

Self=.42, Super =.003, Customer Sat.=.093, Sales=.03
Customer Orientation = .24, Results Orientation = .36,
Job Resourcefulness = .39

Interactive Effects of Customer and Results Orientations

Although not formally hypothesized, a post hoc analysis was performed to check for possible interactive effects of customer and results orientation on the outcome variables, following the procedure detailed by Aiken and West (1991). Each equation used one of the outcome variables (e.g., self-performance ratings) as the dependent variable, customer orientation as one independent variable, results orientation as a second independent variable, and an interaction term (measured as customer orientation * results orientation). Influential observations were also examined, and no differences occurred because of the inclusion or removal of influentials.

As can be seen in Table XI, a significant interaction exists for the customer satisfaction dependent variable only. The other regression equations are either not significant, or the interaction term is not significant. These results suggest that the impact of customer orientation on customer satisfaction is moderated by the extent to which the CCP is results-oriented. More precisely, the effect of customer orientation on customer satisfaction is weakened at higher levels of results orientation.

TABLE XI
INTERACTION OF CUSTOMER AND RESULTS ORIENTATIONS ON EACH
OUTCOME VARIABLE

DV	IV's	Unstd. Coeff.	t-value	Model F	Sign.
Self-Ratings	CO	.11	.22	4.90	.003
	RO	-.44	-.62		
	ROCO	.05	.65		
Supervisor-Ratings	CO	-.12	-.13	.06	.98
	RO	-.23	-.19		
	ROCO	.02	.16		
Sales	CO	-.39	-.63	.77	.51
	RO	-.25	-.29		
	ROCO	.04	.37		
Customer Satisfaction	CO	1.98	2.55	3.80	.01
	RO	2.10	1.99		
	ROCO	-.27	-2.12		

(*Note: Coefficients are for uncentered data. Because of high multicollinearity between the terms, a centered approach was also taken. There were no differences in the significance of the interaction term for centered data.)

Whereas the effects of customer orientation on customer satisfaction are weakened at higher levels of results orientation, the opposite effect holds for lower levels of results orientation. That is, the effect of customer orientation on customer satisfaction are strengthened at lower levels of results orientation. What this suggests is that the positive effects of customer orientation on satisfaction are magnified when a when a CCP does not overly focus on pushing the customer into closing a sale. Conversely, when a CCP appears to push a customer too hard towards closing a sale, the extent to which the CCP is customer oriented plays a smaller part in the formation of customer satisfaction. It appears that customers are less satisfied with CCP who possess a strong degree of results orientation. In fact, the positive effects of customer orientation are negated by the CCP who is highly results oriented. To the author's knowledge, this is the first study that has uncovered the interactive effects of a focus on sales productivity (i.e., results orientation) and the way in which a customer is actually treated in the process (i.e., customer orientation).

It is also interesting that the only interaction between customer and results orientation emerged in the perception of customers. The rationale for this may be

that it is the customer who actually experiences the ultimate behaviors of CCP. Because customers interact with CCP at the crucial times in sales transactions, the customers are the ones who are most directly affected by the interaction of the two surface-level personality traits. This also supports the assertion that customer and results orientations are surface-level traits. That is, these predispositions surface when CCP are interacting with customers. Because the two traits interact with each other in influencing customer satisfaction, the ways in which CCP managing both traits when working with customers is clearly important.

It is somewhat surprising that the interaction of customer and results orientation on sales productivity did not emerge in the analysis. It seems intuitive that an interaction between the two traits on sales would exist. A strong degree of results orientation and a lower degree of customer orientation could be expected to either result in more sales productivity assuming that customers are not turned off by the results-oriented CCP as was found above. However, this interaction was not found.

Does Results Orientation Add Predictive Ability to Customer Orientation?

Research question #3 asked if the new construct, results orientation, added predictive ability above and beyond customer orientation on the dependent variables. The analysis indicates that for three of the outcome measures (i.e., self-performance ratings, supervisor-performance ratings, and sales) this is not the case. Results orientation appears not to be a significant predictor of any of these outcome measures. However, we do see that results orientation is a significant, negative predictor of customer satisfaction.

The question remains, however, if results orientation adds significant predictive ability to models that incorporate customer orientation as a predictor of customer satisfaction. In order to answer this question, a nested modeling procedure was performed. Traditionally, a "change in R-square" statistic can be examined in regression analysis, however, the procedure is different for structural equation modeling. This procedure requires that three separate models be estimated in structural equations modeling. The first model estimates the impact of customer orientation on customer satisfaction without the path from results orientation. The residual variance (Ψ , or $1 - r$ -

squared) is recorded. The second model adds the path from results orientation to customer satisfaction in addition to the path from customer orientation to the outcome measure. The Chi-square (χ^2) statistic is next recorded. The final model is the same as the second model (i.e., with paths from both results and customer orientations to customer satisfaction) except that it also constrains the residual variance to be equal to the residual variance in the first model. The third model is nested within the second and a nested model comparison can be made. A significant change in Chi-square (χ^2) indicates that the residual variances between models one and two are indeed different and that an increase in the variance accounted for is significant when the path from results orientation is added.

The results of the test revealed that there was a significant increase in Chi-square (χ^2) between models one and two, indicating that the change in R-square (changing from .04 without results orientation to .09 with results orientation) was significant. In sum, the addition of results orientation did add predictive ability to the analysis beyond that of customer orientation alone. This is highlighted in Table XII.

TABLE XII

NESTED MODEL COMPARISON FOR ADDITION OF RESULTS

ORIENTATION

Model	R-squared	d.f.	χ^2	Change in χ^2
1. CO -> Satisfaction	.04	33	76.66	
2. RO, CO -> Satisfaction	.09	32	75.45	
3. RO, CO -> Satisfaction, residual variance constrained	.09	33	89.06	13.61, d.f. = 1

CHAPTER V

Introduction

Chapter V presents a discussion and synthesis of the findings of the dissertation. A summary of findings is first presented. A discussion of the implications of the findings is also presented. In addition, a brief discussion is presented regarding a post hoc analysis of an additional construct termed "productivity orientation" and its impact of the outcome measures included in the study. The chapter then concludes with a presentation of potential limitations of the research and a general conclusion.

Discussion

Overview of Dissertation

This dissertation has focused on two major issues. First, to the author's knowledge, this dissertation represents the first attempt to measure the impact of customer orientation on four important outcome variables (i.e., self-rated performance, supervisor-performance ratings, objective sales performance, and customer satisfaction) in a single study. Obtaining four different outcome variables allowed the researcher to obtain a clearer picture of the impact of customer orientation. Obtaining four different outcome variables for customer orientation is likely one of the biggest strengths of the current work. By obtaining the divergent perspectives of CCP, supervisors, and customers, the full impact of customer orientation can now be assessed.

As noted, this is the first study to date that has attempted to obtain four outcome measures for the customer orientation construct. Given the difficulty of obtaining data from four sources for each subject (i.e., measures from CCP, ratings from a number of supervisors, ratings from nearly 200 customers, and measures from four different company's sales records) and the difficulty involved with matching the dependent measures with each observation, the

total matched sample size of 106 is somewhat misleading. Although the matched sample size was relatively small, the complete data collection effort in the study was both extensive and time consuming.

The second major issue covered in the dissertation is the addition of the new construct, results orientation, into the marketing literature as well. The construct was shown to exhibit acceptable levels of convergent and discriminant validity and it was shown to negatively impact overall customer satisfaction. As a measure that exhibits discriminant validity when assessed against selling orientation, this new construct offers much to the marketing literature. The discussion in the current section focuses on both of these issues.

The Impact of Customer Orientation

As discussed in an earlier section, the customer orientation construct has been examined in a number of studies. However, these studies have been largely "piece-meal" in context. That is, the studies that have been performed have for the most part focused on only one outcome at a time. Because no effort to date has attempted to measure the impact of the construct on four important outcomes in one study it has not been possible to assess the relative impact of customer orientation. As has been

shown, the results from the studies that have been performed have also been largely mixed.

The study outlined in this dissertation has shown that customer orientation is an important determinant of at least two of the outcome variables in the study, that is, self-performance ratings and customer satisfaction. The construct was shown to be a significant predictor of both of these outcome variables. However, it was also revealed that the impact of customer orientation on supervisor-performance evaluations may not hold in the current context. This is discussed in the next section. It is also worth noting that the variance accounted for in the self-performance ratings was much higher than that accounted for in customer satisfaction. For self-rated performance, 18% of the variance was accounted for. For customer satisfaction, just over 9% of the variance was accounted for. This variance was also partially explained by results orientation.

It is possible that common method variance played a part in the explanation of variance for the self-rated performance outcome. That is, one survey was used to measure both customer orientation and self-performance ratings. The result for customer satisfaction is stronger in this sense. The matching procedure, having two

different sets of subjects, does strengthen the results for customer satisfaction in this sense. The significant findings for the relationship between customer orientation and customer satisfaction highlights the importance of a basic tenet of the marketing concept - that customers need to be treated well for satisfaction formation and, ultimately, the long-term survival of the firm. Clearly, CCP who possess a strong degree of customer orientation create satisfied customers. The importance of customer orientation is therefore supported by this study.

That customer orientation was not found to be a significant predictor of supervisor-performance ratings is somewhat surprising. As has been discussed, Brown et al. (In Press) found a positive relationship between customer orientation and supervisor ratings. It is important to recognize that the contexts were very different between the two studies. The Brown et al. study was done in the context of the food service industry where managers are more likely to observe the interactions between CCP and customers. This is not the case in the real estate industry. Real estate professionals most often work independently, and supervisors appear not to consider the effects of customer orientation when evaluating an associate's job performance. The study does show, however,

that because customer satisfaction is influenced by customer orientation, that managers may need to take note of the importance of the construct. Because both repeat business and word-of-mouth communication play important roles in this industry, managers may need to be more cognizant of the importance of the customer orientation of their associates.

Another surprising finding from the study was that customer orientation did not significantly impact sales performance. In the original study by Saxe and Weitz (1982) this was not the case. The current study revealed that customer orientation does not impact sales performance. Although the result was not significant, the direction of the influence of customer orientation on sales performance was actually negative. A basic premise of the dissertation was that CCP who are highly customer-oriented may actually spend too much time servicing existing customers than obtaining new sales leads. This assertion is largely conjecture at this point as the relationship was not significant in the data. Additional research is therefore needed to ascertain the relationship between customer orientation and sales performance.

In sum, customer orientation was shown to positively impact both self-performance ratings and customer

satisfaction. It appears that the two actors in the typical sales interaction (i.e., the sales associate or CCP and the customer) both believe that customer orientation is important. It seems logical that both the CCP and the customer would be highly aware of the effects of customer orientation and the results support this notion. Surface traits are summaries of behavior in very specific situations on the job. Both sales associates, or CCPs, and customers readily observe these predispositions. The support for the influence of customer orientation on customer satisfaction that was found in this dissertation is particularly important and it serves to bolster the importance of a long-term focus on the customer.

The Determinants of Customer Orientation

While several of the relationships between higher-order personality traits and customer orientation were not corroborated in this dissertation, a number of relationships did find support. To this end, the results of the dissertation are a bit mixed. Agreeability and job resourcefulness were both found to be related to customer orientation. These results do corroborate earlier studies (e.g., Brown et al. (In Press); Mowen et al. {under review}). It appears from the data that customer-oriented

CCP are agreeable by nature and work well in the face of scarcity on the job.

Furthermore, the indirect influence of competitiveness on customer orientation (through job resourcefulness) was also supported. That competitiveness is related to customer orientation was not surprising, and the data supported that the effect is fully moderated by job resourcefulness. In sum then, the data support the notion that customer orientation is impacted by higher-order personality traits and the data also support the use of hierarchical models of personality (e.g., the 3M Model) for predicting customer orientation.

The Impact of Results Orientation

The results of this study revealed that the new construct, results orientation, exhibits acceptable psychometric properties. The measure was shown to differ from a number of constructs found in the literature including performance and learning orientations, selling orientation, customer orientation, and adaptive selling. As discussed, the construct taps the degree to which CCP focus on attaining bottom-line sales goals. The availability of a new construct should therefore prove useful to the marketing literature in future studies.

While the construct did show acceptable properties, the data did not support any of the hypotheses regarding the construct. In fact, the only significant result found for the construct was the negative impact it had on customer satisfaction. This is a substantial finding, however. As discussed in an earlier section, customer satisfaction appears to be positively influenced by customer orientation and negatively influenced by results orientation. It appears that customers do not enjoy interacting with the "driven" sales associate, or CCP. A high degree of results orientation therefore appears to adversely affect success (as measured by overall customer satisfaction) in this industry. Because there was only one finding for Results Orientation, and because the construct impacted customer satisfaction negatively, it may be stated that possessing a high degree of results orientation appears to be undesirable. While the study does not compare the influence of selling orientation and results orientation, it appears that both constructs are viewed as being unfavorable by consumers. An interesting future research idea would therefore be to compare the impact of both results and selling orientations on customer satisfaction. This issue will be discussed in a later section.

The Determinants of Results Orientation

In all, two personality traits were shown to be predictive of results orientation. These traits were the need for material resources and the need for body resources. It appears that highly results-oriented CCP are motivated by both a focus on their own body needs and by materialistic gains. None of the other hypotheses relating deeper personality traits to results orientation were supported by the data. The two traits (need for body resources and need for material resources) were highly predictive of results orientation and they did account for 36% of the variance in the construct. The data suggest that the relationship between these constructs is therefore relatively strong.

The Interaction of Customer and Results Orientation

One of the more interesting findings in the study was the interaction of the customer and results orientation constructs on customer satisfaction. As was discussed earlier, the positive effects of customer orientation were found to be weaker at higher levels of results orientation and stronger at weaker levels of results orientation. This finding suggests that while results orientation is negatively related to customer satisfaction, it simultaneously negates the positive impact of customer

orientation. This is certainly an undesirable finding for CCP who do possess a strong degree of results orientation. It also suggests that CCP who are not overly focused on sales results can bolster the effects of their own customer orientation on the satisfaction of their customers.

In sum then, it appears that results orientation is an undesirable trait that actually detracts away from the positive effects of customer orientation on customer satisfaction. This is a surprising finding, and it lies in direct opposition to the original conceptualization of the construct. This study had proposed that results orientation would be positively related to all four outcome variables and the only effect found was a negative effect on customer satisfaction. In sum, it was rather disappointing that the only effect of results orientation was found on customer satisfaction.

It was suggested in this study that customers may react negatively to the results-oriented CCP because of the strong emphasis that these employees place on getting sales results. While results orientation does exhibit acceptable levels of construct validity and while it appears to be distinct from selling orientation, it appears that customers react as negatively to the construct as one would expect they would to selling orientation. Therefore,

although both results and selling orientations discriminate from each other statistically, it appears that they are both undesirable traits from the perspective of consumers.

The Influence of CCP Productivity on Outcome Measures

While the focus of the dissertation remained on the two key issues (i.e., the outcomes of customer orientation and the development of the results orientation construct), an additional construct was developed during the course of the study. This construct, termed *productivity orientation*, was proposed to measure the extent to which CCP focused on being productive in their job-related duties and was also based on focus group discussions and a review of the marketing literature. The rationale for the development of the productivity orientation construct was based in large part on a number of comments made by members of the focus groups. Several members of these groups commented on the importance of being productive in job-related activities. This construct differs conceptually from results orientation. That is, results orientation focuses on reaching sales goals, while the productivity orientation construct is focused on job-related productivity. The productivity orientation scale items and various statistics from the scale may be found in Table XIII on the following page.

TABLE XIII
FACTOR LOADINGS, ITEM-TO-TOTAL CORRELATIONS, MEANS,
AND T-VALUES FOR PRODUCTIVITY ORIENTATION ITEMS

Item	Loading	Item-to-total	Mean	t-value
1. I work hard to increase my productivity on the job.	.61	.57	6.42	6.84
2. On the job I put every minute into maximizing performance.	.70	.66	5.87	8.31
3. I enjoy using time wisely on the job.	.79	.72	7.07	11.78
4. I pride myself on being very productive in my job activities.	.80	.73	7.10	11.29
5. I hate to waste time on the job.	.80	.72	7.10	11.74
6. On the job, I follow the old adage "time is money".	.67	.60	6.48	8.86

(AVE = .55, Composite Reliability = .86)

The productivity orientation scale was trimmed to a five-item scale by removing the item with the lowest item-to-total correlation (i.e., item #1) after poor fit indices were revealed in a CFA. The trimmed scale resulted in a coefficient alpha (α) of .86. The CFA procedure for the five-item measure revealed acceptable fit statistics ($\chi^2 = 9.64$, d.f. = 5, $p = .09$, RMSEA = .08). The measure also was shown to exhibit discriminant validity in two-factor chi-square difference tests when assessed against job resourcefulness Mowen et al. (under review), and results orientation. The average variance extracted for the measure was .55 and the composite reliability was .86.

Results

Four models were again estimated. In each model, productivity orientation was used in place of results orientation. The results revealed that productivity orientation was a strong predictor of three of the outcome measures that were not predicted by results orientation. Self-rated performance, supervisor-rated performance evaluations, and objective sales performance were all predicted by the construct. The path coefficients and fit indices are given in Table XIV.

TABLE XIV

PATH COEFFICIENTS FOR CUSTOMER AND PRODUCTIVITY ORIENTATION

Path	Beta	t-value
Customer Orientation -> Self Ratings	.40	3.10
Productivity Orientation -> Self Ratings	.30	4.44
Customer Orientation -> Supervisor Ratings	-.11	-.48
Productivity Orientation -> Supervisor Ratings	.28	1.98
Customer Orientation -> Objective Performance	-.25	-1.70
Productivity Orientation -> Objective Performance	.14	2.38
Customer Orientation -> Customer Satisfaction	.43	2.16
Productivity Orientation -> Customer Satisfaction	-.12	-1.17

Model 1: $\chi^2 = 54.76$; d.f. = 28; p = .001; RMSEA = .09; GFI = .94; CFI = .92; Self Ratings r-squared = .34

Model 2: $\chi^2 = 39.48$; d.f. = 28, p = .07, RMSEA = .06; GFI = .95; CFI = .96; Supervisor Ratings r-squared = .07

Model 3: $\chi^2 = 39.48$; d.f. = 28, p = .07, RMSEA = .06; GFI = .95; CFI = .96; Objective Performance r-squared = .08

Model 4: $\chi^2 = 40.67$, d.f. = 28, p = .06, RMSEA = .07; GFI = .95; CFI = .95; Customer Satisfaction r-squared = .06

As can be seen in Table XIV, productivity orientation is a significant predictor of three of the outcome measures when customer orientation is included in the model. The effect of productivity orientation on self ratings of performance, on supervisor performance evaluations, and on objective performance is positive.

Productivity orientation was shown to positively impact self-rated performance evaluations. It appears that CCP focus on their own level of productivity when evaluating themselves. This was not the case for results orientation. It appears from this post hoc analysis that CCP evaluate themselves along the dimensions of both customer orientation and productivity orientation.

It also appears that supervisors strongly weigh productivity orientation when they evaluate CCP and that CCP who score highly on the productivity orientation measure are evaluated more favorably by managers than those who do not score highly on the measure. It is interesting that the same effect was not found for results orientation. It therefore appears that overall job productivity is more important to managers when they evaluate CCP than having CCP who possess a high degree of results orientation. It is suggested here that managers are able to see the effects of productivity orientation more readily than the effects

of results orientation and this may be the reason why productivity orientation is a significant predictor of supervisor rated performance while Results Orientation was not.

In addition, productivity orientation was shown to positively impact objective sales performance. In fact, the result is significant at $p < .05$. It appears that productivity orientation does lead to increased sales in this context. This finding supports that assertion of many of the members of the focus groups that overall job productivity is essential for success in this sales and service setting.

Overall then, it appears that the productivity orientation measure also shows promise for the marketing literature. The results of this post hoc analysis indicate that the construct is a significant predictor of three important outcome measures (i.e., self-rated performance, supervisor-rated performance evaluations, and objective sales performance.), although the variance accounted for both supervisor performance ratings and objective performance was rather low. Additional research should therefore be afforded to the productivity orientation measure in various contextual settings.

Limitations

There are a number of limitations that relate to this dissertation. Perhaps the biggest limitation of the work is the relatively small sample and resultant lack of statistical power. It is likely that a number of the hypothesized relationships may have been supported with a larger sample size. The stability of the structural equation solutions may also have been compromised by the small sample size. Unfortunately, data collection difficulties precluded the researcher from obtaining a larger sample size. Future research would need to focus on replicating the current study with a larger sample size, with preferably over two-hundred matched cases.

Another possible limitation of the research is that the CCP data was obtained at one point in time. It is possible that a portion of the results may be owed to the common method variance problem. It is likely that questions relating to how the CCP handles customers may have affected how they responded to the job performance questions. Ideally, the survey portion of the study would have been given at two points in time to minimize potential data collection problems. Again, data collection difficulties required that all the data for the CCP were collected at one point in time.

Another limitation of the dissertation is that the objective sales data was only a single-item measure. While it is unlikely that there were either random or systematic errors in recording this information, it is possible. Data collection limitations required that only a single-item measure was used in the study. Future efforts may be focused on obtaining other measures of sales effectiveness, including an overall profit indicator for each associate and a percentage of sales goal obtained.

Another limitation may be found in the fact that this study used data from only the last three customers of each CCP. It would be desirable to obtain a larger (and random) sample of previous customers of the CCP in the study. Resource constraints required that only three previous customers be contacted. A larger scale study may be focused on obtaining data from more customers.

Future Research

The limitations of the current study suggest a number of ideas for future research. Overall, it would be desirable to replicate the current study with a larger sample of CCP and customers. By obtaining more statistical power, it is very likely that a number of the non-significant findings may be found to actually be statistically significant. Also, a larger scale study

would add to the stability of the structural equation solutions.

It would also be interesting to extend the current study into a new context. There are a number of contexts in which CCP perform both sales and customer service. The insurance industry and the financial services industry would be candidates for a study similar to the current study. Also, an industrial or retail sales setting would be a natural extension for the study. It would be interesting to compare results from the various settings to ascertain which results actually generalize across contexts.

Future research also needs to be focused on comparing the effects of selling and results orientation. Although the constructs have been shown in the current study to differ, they do share similar qualities. Research should therefore compare the outcomes of both of these constructs. In particular, it would be interesting to measure the perspective of customers regarding selling and results orientations. The current study revealed that results orientation negatively influenced customer satisfaction. It may be that selling orientation would be viewed more even more harshly by customers than results orientation.

It would also be interesting to add the perspective of peers regarding customer and results orientation. Is there an impact of these orientations on peer-evaluations. Future research should address this research question. By adding the perspective of peers, the researcher could obtain a complete "360 degree" analysis of the impact of both customer and results orientation.

In addition to future work on the results orientation measure, additional work should be afforded to the productivity orientation construct as well. As was shown in the post hoc analysis, the construct appears to impact three important outcome variables. Future research should further explore this construct, its antecedents, and its outcomes.

Managerial Implications

This research has a number of implications for managers. For and foremost, customer orientation has been shown to significantly impact both employee self-ratings and customer satisfaction. In particular, managers should be aware of the impact of customer orientation on customer satisfaction. CCP who possess a high degree of customer orientation are most likely to have satisfied customers and this is important for the firm. Also, CCP who possess a high degree of customer orientation are more likely to rate

their job performance higher than those with lower levels of customer orientation.

The negative influence of results orientation on customer satisfaction should also be noted by managers. It appears that CCP who have a high degree of results orientation have less satisfied customers. This is a tricky issue for managers. While it is favorable to have employees who focus on reaching sales goals, an "over-focus" on sales goals will detract from the satisfaction of the firm's customers. As has been shown, the negative effects of results orientation actually detracts from the positive effects of customer orientation.

It is also important for managers to understand the deeper-seeded psychological constructs that contribute to both customer and results orientation. This dissertation has added to the research stream that is devoted to the antecedents of customer orientation. Customer-oriented employees have been shown to be agreeable and resourceful on the job. They have also been shown to possess a high degree of competitiveness. Results-oriented employees are motivated by a general concern for their own well-being and by a focus on materialistic gains.

That no effect of customer or results orientation on sales was found is disappointing. However, managers should

note the impact of productivity orientation on sales performance. The results from this study indicate that a significant, positive relationship exists between productivity orientation and sales performance. Managers should therefore consider influence of customer orientation, results orientation, and productivity orientation on each of the important outcomes.

Conclusion

In conclusion, this study has shown that in a context in which both service and sales qualities are prevalent, customer orientation is positively related to both employee ratings and customer satisfaction ratings. In addition, customer-oriented CCP are agreeable, competitive, and resourceful. Results orientation was shown to be negatively related to customer satisfaction. Results-oriented CCP were shown to be focused on their own body needs and materialistic gains. In addition, the two constructs were shown to interact with each other on customer satisfaction. Productivity orientation also showed promise as a new marketing construct. Limitations and future research directions were also discussed.

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APPENDIX A
COMPLETE SET OF STUDY MATERIALS

June 15, 2000

Dear Real Estate Professional:

Your participation is solicited for a study that we are conducting in conjunction with the Oklahoma Association of Realtors, Oklahoma State University, and your firm. This study will allow us all to better understand the personality profiles of successful Realtors.

To participate in this study, you will need to complete the enclosed personality survey. This survey should take approximately 15 minutes to complete. It is important for you to understand that your participation in this study is completely voluntary. Furthermore, there will be no penalties against you if you decide not to participate. The information obtained in this study will be held in confidence, and we ask that you read the following statements carefully:

- You are under no obligation to participate in this study.
- Management will in no way see individual responses to surveys or any individual information obtained in any manner whatsoever.
- After the data from the study are entered into a data file all surveys will be destroyed.
- Your name will be replaced by a code in the computer and your name will in no way be attached to any data file.
- No individual level information will be accessible in this study in any form and no individual level data will be given to your supervisor in any form.
- If you agree to participate in the study, we ask that you sign the following consent statement:

CONSENT STATEMENT: *"I have read the above statements carefully. I understand that I am under no obligation to participate in this study and that there will be no penalties against me if I decline to participate. I wish to voluntarily participate in the study."*

Signature: _____ Date: _____

Please print name: _____

Thank you for your participation in this study.

**PLEASE DO NOT DETACH THIS PAGE FROM THE SURVEY
--

Cordially,
Eric G. Harris

NOTE: This study has been approved by the Institutional Review Board (IRB) at OSU. Any questions regarding this study should be directed to: Eric G. Harris, (405) 744-8624 or Sharon Bacher, IRB Executive Secretary, 203 Whitehurst, OSU, Stillwater, OK 74078 (405) 744 - 5700.

Dear _____:

We are conducting a study on customer satisfaction with Oklahoma Realtors® in conjunction with the Oklahoma Association of Realtors®. Being a previous customer of an Oklahoma Real Estate firm, we now seek your input.

We would like to ask you to complete the brief satisfaction survey that we have enclosed with this letter. It should only take a couple of minutes to complete. When you have finished the survey, please send it back directly to us (postage is prepaid). For your cooperation in this study we have enclosed one dollar. Please keep in mind these important issues:

- **You are under no obligation to complete this survey.**
- **Information obtained in this study is held in confidence and your responses will remain completely anonymous.**
- **The Realtor® with whom you worked will not see this satisfaction form, nor will they see your specific results in anyway.**
- **No supervisor of this Realtor® will see the satisfaction form that you complete, nor will they see your specific results in anyway.**
- **Information obtained in this study will not be used for any other purpose or in any way other than we have explained.**
- **All information will be destroyed at the completion of the study.**
- **This study has been approved by the Institutional Review Board, Oklahoma State University.**

If you have any questions or concerns about this study, please do not hesitate to contact me directly at (405) 744 - 8624 or Sharon Bacher, IRB, 203 Whitehurst, Oklahoma State University (405) 744 - 5700. I would like to thank you for taking time to participate in our study.

Sincerely,

Eric G. Harris, Project Director
410 - S College of Business Administration
Oklahoma State University

Dear Real Estate Supervisor:

As part of the ongoing Realtor® research study with Oklahoma State University, we would like to ask you to complete a brief performance evaluation form for each of the Real Estate associates that you supervise. These forms are enclosed with this letter.

Remember, we will detach all names from this study after the data are entered into a data file to ensure the confidentiality of the responses and the information obtained herein. The associates have been informed of the confidentiality of this study and have been alerted to the following:

- **Management will in no way see individual responses to any surveys or individual information obtained in any manner whatsoever.**
- **After the data from the study are entered into a data file all surveys will be destroyed.**
- **Names are included on the surveys only for matching purposes. Nothing to identify an individual will be in the data file.**
- **Because we will destroy all surveys and not enter names into permanent data files, it will not be possible for anyone to obtain specific information about associates.**

Also, it is important to remember that:

- **The associate that you are evaluating will not see this evaluation form.**

When you have completed the evaluations, please send them back to me directly in the enclosed package. If you have any questions or concerns regarding this study, please do not hesitate to call me directly at (405) 744 - 8624. We would like to thank you again for your cooperation and participation in this study.

Cordially,

Eric G. Harris
410 - S College of Business Administration
Oklahoma State University
Stillwater, OK 74078, (405) 744 - 8624

Customer Satisfaction Survey

Real estate Associate: _____

Please answer the following questions. Thank you for your input!

1. Were you buying or selling property? (check one) **Buying** **Selling**
2. Overall, how satisfied are you with this Realtor®? Please circle the number that best indicates your satisfaction with this Realtor®, with a "1" meaning that you were very unsatisfied and a "10" meaning that you were very satisfied:

Very Unsatisfied 1 2 3 4 5 6 7 8 9 10 **Very Satisfied**

Now, we would like you to rate the extent to which you agree with the following statements on a 10 point scale. A "1" means that you strongly disagree with the statement, and a "10" means that you strongly agree with the statement:

- | | | | | | | | | | | |
|---|------------------------------|---|---------------------------|---|---|---|---|---|---|----|
| | Strongly
Disagree | | Strongly
Agree | | | | | | | |
| 3. This Realtor® gave me courteous service. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 4. This Realtor® resolved my problems efficiently. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 5. This Realtor® was empathic to my needs. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 6. This Realtor® completes sales tasks correctly. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 7. This Realtor® kept accurate records of sales tasks. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 8. This Realtor® keeps promises that he/she made to me. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

9. Would you recommend this Realtor® to a friend or relative? Please circle the number that best represents the likelihood that you would recommend this Realtor® to a friend or relative.

Definitely would not Recommend 1 2 3 4 5 6 7 8 9 10 **Definitely would Recommend**

10. On a scale from 1 to 10, with "1" meaning "much worse than I expected" and "10" meaning "much better than I expected", how would you rate this Realtor®'s overall performance

Much worse than expected 1 2 3 4 5 6 7 8 9 10 **Much better than than expected**

THANK YOU FOR COMPLETING THIS SURVEY! PLEASE RETURN IT TO US DIRECTLY IN THE ENVELOPE PROVIDED.

Supervisor Evaluation Survey

Evaluation form for: _____

Directions: *Please evaluate this associate on the following items. Please evaluate this associate's performance by circling the number that best represents their job performance on each dimension.*

	Among the worst in the company	Among the best in the company
1. Overall quantity of work performed.	1 2 3 4 5 6 7 8 9	1 2 3 4 5 6 7 8 9
2. Overall quality of work performed.	1 2 3 4 5 6 7 8 9	1 2 3 4 5 6 7 8 9
3. Overall job performance	1 2 3 4 5 6 7 8 9	1 2 3 4 5 6 7 8 9

Please rate the extent to which this associate....

1. Gives courteous service to customers	1 2 3 4 5 6 7 8 9
2. Resolves customer problems efficiently.	1 2 3 4 5 6 7 8 9
3. Is empathic to customers	1 2 3 4 5 6 7 8 9
4. Completes sales tasks correctly.	1 2 3 4 5 6 7 8 9
5. Keeps accurate records of sales tasks.	1 2 3 4 5 6 7 8 9
6. Keeps promises that he/she makes.	1 2 3 4 5 6 7 8 9

Please rate this associate on the following performance items...

1. Quality of performance in identifying customer needs.	1 2 3 4 5 6 7 8 9
2. Quality of performance in satisfying customers.	1 2 3 4 5 6 7 8 9
3. Quality of performance regarding management of time.	1 2 3 4 5 6 7 8 9
4. Ability to reach sales goals.	1 2 3 4 5 6 7 8 9
5. Ability to attract new customers.	1 2 3 4 5 6 7 8 9

THANK YOU FOR COMPLETING THIS FORM. WHEN YOU HAVE EVALUATED ALL ASSOCIATES, PLEASE RETURN THE FORMS IN THE ENVELOPE THAT WE HAVE PROVIDED.

PART I: Circle one number that indicates how accurately the phrase or adjective describes how you feel or act both on and off the job. Circle the number that describes how you typically act, not how you wish you would act. Do not guess at which answers will make you look good to others. There are no right or wrong answers. Just answer each question honestly. In general, it is best just to put down the first response that best describes you as a person.

How often do you feel/act this way?																			
	Never					Always													
	1	2	3	4	5	6	7	8	9										
Moody more than others	1	2	3	4	5	6	7	8	9	Focus on my body and how it feels	1	2	3	4	5	6	7	8	9
Temperamental	1	2	3	4	5	6	7	8	9	Devote time each day to improving my body	1	2	3	4	5	6	7	8	9
Touchy	1	2	3	4	5	6	7	8	9	Making my body look good is important	1	2	3	4	5	6	7	8	9
Emotions go way up and down	1	2	3	4	5	6	7	8	9	Work hard to keep my body healthy	1	2	3	4	5	6	7	8	9
Feel bashful more than others	1	2	3	4	5	6	7	8	9	Enjoy buying expensive things	1	2	3	4	5	6	7	8	9
Introverted	1	2	3	4	5	6	7	8	9	Enjoy owning luxurious things	1	2	3	4	5	6	7	8	9
Shy	1	2	3	4	5	6	7	8	9	Acquiring valuable things is important to me	1	2	3	4	5	6	7	8	9
Quiet when with people	1	2	3	4	5	6	7	8	9	Like to own nice things more than other people	1	2	3	4	5	6	7	8	9
Frequently feel highly creative	1	2	3	4	5	6	7	8	9	Drawn to experiences with an element of danger	1	2	3	4	5	6	7	8	9
Imaginative	1	2	3	4	5	6	7	8	9	Actively seek out new experiences	1	2	3	4	5	6	7	8	9
More original than others	1	2	3	4	5	6	7	8	9	Seek an adrenaline rush	1	2	3	4	5	6	7	8	9
Find novel solutions	1	2	3	4	5	6	7	8	9	Enjoy taking risks more than others	1	2	3	4	5	6	7	8	9
Kind to others	1	2	3	4	5	6	7	8	9	Orderly	1	2	3	4	5	6	7	8	9
Tender-hearted with others	1	2	3	4	5	6	7	8	9	Precise	1	2	3	4	5	6	7	8	9
Sympathetic	1	2	3	4	5	6	7	8	9	Organized	1	2	3	4	5	6	7	8	9
Agreeable with others	1	2	3	4	5	6	7	8	9	Efficient	1	2	3	4	5	6	7	8	9
Enjoy learning new things more than others	1	2	3	4	5	6	7	8	9	Keep really busy doing things	1	2	3	4	5	6	7	8	9
People consider me intellectual	1	2	3	4	5	6	7	8	9	Try to cram as much as possible into a day	1	2	3	4	5	6	7	8	9
Enjoy working on new ideas.	1	2	3	4	5	6	7	8	9	Extremely active in my daily life	1	2	3	4	5	6	7	8	9
Information is my most important resource.	1	2	3	4	5	6	7	8	9	Always like to be doing something	1	2	3	4	5	6	7	8	9
Enjoy competition more than others	1	2	3	4	5	6	7	8	9	I feel in control of what is happening to me	1	2	3	4	5	6	7	8	9
Feel that it is important to outperform others	1	2	3	4	5	6	7	8	9	I find that once I make up my mind, I can accomplish my goals	1	2	3	4	5	6	7	8	9
Enjoy testing my abilities against others	1	2	3	4	5	6	7	8	9	I have a great deal of will power	1	2	3	4	5	6	7	8	9
Feel that winning is extremely important	1	2	3	4	5	6	7	8	9	I feel a great deal of self-respect	1	2	3	4	5	6	7	8	9
										In almost every way, I'm very glad to be the person I am	1	2	3	4	5	6	7	8	9
										I feel very positive about myself	1	2	3	4	5	6	7	8	9

PART II. Please indicate the extent to which you agree with each of the following statements.

	Strongly Disagree					Strongly Agree			
	1	2	3	4	5	6	7	8	9
When it comes to completing tasks at my job, I am very clever and enterprising	1	2	3	4	5	6	7	8	9
At my job, I think I am a fairly resourceful person.	1	2	3	4	5	6	7	8	9
I am able to make things happen in the face of scarcity on the job.	1	2	3	4	5	6	7	8	9
On the job, I am inventive in overcoming barriers.	1	2	3	4	5	6	7	8	9
I find it easy to smile at each of my customers.	1	2	3	4	5	6	7	8	9
I enjoy remembering my customers' names.	1	2	3	4	5	6	7	8	9
It comes naturally to have empathy for my customers.	1	2	3	4	5	6	7	8	9
I enjoy responding quickly to my customers' requests.	1	2	3	4	5	6	7	8	9

PART II. Continued	Strongly Disagree	Strongly Agree
I get satisfaction from making my customers happy.	1 2 3 4 5 6 7 8 9	
I really enjoy serving my customers.	1 2 3 4 5 6 7 8 9	
I try to help customers achieve their goals.	1 2 3 4 5 6 7 8 9	
I achieve my own goals by satisfying customers.	1 2 3 4 5 6 7 8 9	
I get customers to talk about their service needs with me.	1 2 3 4 5 6 7 8 9	
I take a problem solving approach with my customers.	1 2 3 4 5 6 7 8 9	
I keep the best interests of the customer in mind.	1 2 3 4 5 6 7 8 9	
I am able to answer a customer's questions correctly.	1 2 3 4 5 6 7 8 9	
I try to get a customer to discuss their needs with me.	1 2 3 4 5 6 7 8 9	
I make a great effort to educate my customers on issues related to my products.	1 2 3 4 5 6 7 8 9	
Educating my customer is one of the most important things I do.	1 2 3 4 5 6 7 8 9	
Providing information to my customers is a critical job task.	1 2 3 4 5 6 7 8 9	
Preparing my customers to make good decisions is a necessary skill.	1 2 3 4 5 6 7 8 9	
I help orient new employees even though it is not required.	1 2 3 4 5 6 7 8 9	
I always lend a helping hand to others.	1 2 3 4 5 6 7 8 9	
I willingly give time to help other employees.	1 2 3 4 5 6 7 8 9	
I "keep up" with developments in the company.	1 2 3 4 5 6 7 8 9	
I attend functions that are not required, but that help the company image.	1 2 3 4 5 6 7 8 9	
I will risk disapproval in order to express my beliefs about what's best for the company.	1 2 3 4 5 6 7 8 9	
I enjoy participating in civic activities.	1 2 3 4 5 6 7 8 9	
I like to join community organizations.	1 2 3 4 5 6 7 8 9	
Many people in my community know me from my civic activities.	1 2 3 4 5 6 7 8 9	
I am a member of numerous civic organizations.	1 2 3 4 5 6 7 8 9	
The major satisfaction in my life comes from my job.	1 2 3 4 5 6 7 8 9	
If I inherited so much money that I didn't have to work, I would still continue to work at the same thing I am doing.	1 2 3 4 5 6 7 8 9	
Some of my main interests and pleasures in life are connected to my work.	1 2 3 4 5 6 7 8 9	
I enjoy my spare time activities much more than my work.	1 2 3 4 5 6 7 8 9	
The work I do is one of the most satisfying parts of my life.	1 2 3 4 5 6 7 8 9	
I try to sell a customer all that I can convince him/her to buy, even if I think it is more than a wise customer would buy.	1 2 3 4 5 6 7 8 9	
I try to sell as much as I can rather than satisfy a customer.	1 2 3 4 5 6 7 8 9	
I keep alert for weaknesses in a customer's personality so I can use them to put pressure to get him/her to buy.	1 2 3 4 5 6 7 8 9	
If I am sure a product is right for a customer, I still apply pressure to get him/her to buy.	1 2 3 4 5 6 7 8 9	
I decide what products to offer on the basis of what I can convince customers to buy, not on the basis of what will satisfy them in the long run.	1 2 3 4 5 6 7 8 9	
I paint too rosy a picture of my products, to make them sound as good as possible.	1 2 3 4 5 6 7 8 9	
I enjoy working with computers.	1 2 3 4 5 6 7 8 9	
Others recognize my skills in working with computers.	1 2 3 4 5 6 7 8 9	
I find that I can learn new software programs easily.	1 2 3 4 5 6 7 8 9	
I enjoy learning about computers and software packages.	1 2 3 4 5 6 7 8 9	
I stay up to date on new technologies.	1 2 3 4 5 6 7 8 9	
I enjoy thinking about how I will live 10+ years in the future.	1 2 3 4 5 6 7 8 9	
I have established long term goals and am working to fulfill them.	1 2 3 4 5 6 7 8 9	
It is very hard for me to visualize the kind of person I will be 10+ years from now.	1 2 3 4 5 6 7 8 9	
The future seems very vague and uncertain to me.	1 2 3 4 5 6 7 8 9	

PART II. Continued	Strongly Disagree									Strongly Agree								
Other people recognize that I am a resilient person.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I enjoy being known as dogged and determined.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Failure is a necessary requirement for success.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
It is very important to me that my supervisor sees me as a good salesperson.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I very much want my coworkers to consider me to be good at selling.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I feel very good when I know I have outperformed other salespeople.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I always try to communicate my accomplishments to my manager.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I spend a lot of time thinking about how my performance compares with others.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I evaluate myself using my supervisor's criteria.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I work hard to increase my productivity on the job.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
On the job I put every minute into maximizing performance.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I enjoy using time wisely on the job.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I pride myself on being very productive in my job activities.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I hate to waste time on the job.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
On the job I follow the old adage "time is money."	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I enjoy making telephone sales calls.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Persuading others on the telephone is fun.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I am good at influencing others via the telephone.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I have no problem asking and answering questions on the telephone with customers.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Closing every sale is a high priority for me.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Reaching sales goals is most important to me.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I focus on the "bottom line" in my sales efforts.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
It is important for me to obtain sales results from each customer contact.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Achieving sales objectives is fun for me.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I often put off making cold calls.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I look forward to searching for new prospects.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Contacting new customers for the first time is exciting.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Prospecting for new customers is easy for me to do.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I prefer to sell products to friends and family more than to strangers.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I actively seek out new customers.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I get to my work without spending too much time on planning.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I list the steps necessary for getting an order.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I think about strategies I will fall back on if problems in a sales interaction arise.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Because too many aspects of my job are unpredictable, planning is not useful.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I keep good records about my accounts.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I set personal goals for each sales call.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Each week I make a plan for what I need to do.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I do not waste time thinking about what I should do.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I am careful to work on the highest priority tasks first.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Planning is a waste of time.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
Planning is an excuse for not working.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I don't need to develop a strategy for a customer to get the order.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I work long hours to meet my sales objectives	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I do not give up easily when I encounter a customer who is difficult to sell.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9
I work untiringly at selling a customer until I get an order.	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9

PART II. Continued	Strongly Disagree	Strongly Agree
I like to experiment with different sales approaches.	1 2 3 4 5 6 7 8 9	
I am very flexible in the sales approach I use.	1 2 3 4 5 6 7 8 9	
I can easily use a wide variety of selling approaches.	1 2 3 4 5 6 7 8 9	
It is easy for me to modify my sales presentation if the situation calls for it.	1 2 3 4 5 6 7 8 9	
I vary my sales style from situation to situation.	1 2 3 4 5 6 7 8 9	
I feel confident that I can effectively change my planned presentation when necessary.	1 2 3 4 5 6 7 8 9	
Making a tough sale is very satisfying.	1 2 3 4 5 6 7 8 9	
An important part of being a good salesperson is continually improving your sales skills.	1 2 3 4 5 6 7 8 9	
Making mistakes when selling is just part of the learning process.	1 2 3 4 5 6 7 8 9	
It is important for me to learn from each selling experience I have.	1 2 3 4 5 6 7 8 9	
There really are not a lot of new things to learn about selling.	1 2 3 4 5 6 7 8 9	
I am always learning something new about my customers.	1 2 3 4 5 6 7 8 9	
It is worth spending a great deal of time learning new approaches for dealing with customers.	1 2 3 4 5 6 7 8 9	
Learning how to be a better salesperson is of fundamental importance to me.	1 2 3 4 5 6 7 8 9	
I put in a great deal of effort sometimes in order to learn something new.	1 2 3 4 5 6 7 8 9	
I try to build a personal bond with my customers.	1 2 3 4 5 6 7 8 9	
I enjoy nurturing my customers.	1 2 3 4 5 6 7 8 9	
I have a need to show empathy toward each customer.	1 2 3 4 5 6 7 8 9	
I feel dismayed by the actions of top management.	1 2 3 4 5 6 7 8 9	
I feel burned out from trying to meet top management's expectations.	1 2 3 4 5 6 7 8 9	
I feel I am becoming less sympathetic toward top management.	1 2 3 4 5 6 7 8 9	
I feel alienated from top management.	1 2 3 4 5 6 7 8 9	
Working with customers is really a strain for me.	1 2 3 4 5 6 7 8 9	
I feel I am working too hard for my customers.	1 2 3 4 5 6 7 8 9	
I feel that I treat some customers as if they were impersonal "objects".	1 2 3 4 5 6 7 8 9	
I feel indifferent toward some of my customers.	1 2 3 4 5 6 7 8 9	

PART III. In this section, please provide a self-evaluation of your performance on the job. (Remember, your answers are confidential, so please be candid.) How would you rate your performance compared with others?

	Among the worst in the company	Among the best in the company
Overall quantity of work performed.	1 2 3 4 5 6 7 8 9	
Overall quality of work performed.	1 2 3 4 5 6 7 8 9	
Overall job performance	1 2 3 4 5 6 7 8 9	
Quality of performance in identifying customer needs.	1 2 3 4 5 6 7 8 9	
Quality of performance in satisfying customers.	1 2 3 4 5 6 7 8 9	
Quality of performance regarding management of time.	1 2 3 4 5 6 7 8 9	
Ability to reach sales goals.	1 2 3 4 5 6 7 8 9	
Ability to attract new customers.	1 2 3 4 5 6 7 8 9	

Please rate the extent to which you perform the following behaviors compared to others:

	Among the worst in the company					Among the best in the company			
	1	2	3	4	5	6	7	8	9
Give courteous service to customers.	1	2	3	4	5	6	7	8	9
Handle customer problems efficiently.	1	2	3	4	5	6	7	8	9
Are empathetic to customers.	1	2	3	4	5	6	7	8	9
Complete sales tasks correctly.	1	2	3	4	5	6	7	8	9
Keep accurate records of sales tasks.	1	2	3	4	5	6	7	8	9
Keep promises that you make to customers.	1	2	3	4	5	6	7	8	9

PART IV: Please provide the following demographic information. Remember, all responses are CONFIDENTIAL!

1. How long have you been in the real estate business? _____ years
2. How long have you worked at your current firm? _____ years
3. Please indicate whether you work (as a Realtor®) either full-time or part-time: _____ Full-time _____ Part-time
4. On average, how many hours per week do you spend actually working at your real estate job:
(excluding time on call): _____ hrs.
(hrs. per week on call): _____ hrs.
5. What proportion of your time do you spend in contact with your customers?
 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
6. What is the approximate average market value of the homes that you sell? \$ _____ dollars
7. What percentage of your clients are selling homes? _____% Buying homes _____%
8. Please indicate the approximate market value of the home in which you reside? \$ _____ dollars
9. What is your goal this year for how many homes you will sell? _____ homes
10. What is your goal this year for the total dollar amount that you will sell? _____ dollars
11. What is your goal this year for Gross Commission Income? _____ dollars
12. Sex: _____ Male _____ Female
13. In what year were you born? 19____

THANK YOU FOR YOUR TIME AND CANDID RESPONSES!

APPENDIX B - SCALES

All of the following items are measured on a 9 point Likert (Strongly disagree – Strongly agree) scale. * denotes reversed scaling.

Adaptive Selling (Sprio and Weitz, 1990)

1. I like to experiment with different sales approaches.
2. I am very flexible in the sales approach I use.
3. I can easily use a wide variety of selling approaches.
4. It is easy for me to modify my sales presentation if the situation calls for it.
5. I vary my sales style from situation to situation.
6. I feel confident that I can effectively change my planned presentation when necessary.

Working Harder (Sujan et al., 1994)

1. I work long hours to meet my sales objectives.
2. I do not give up easily when I encounter a customer who is difficult to sell.
3. I work untiringly at selling a customer until I get an order.

Working Smarter (Sujan et al., 1994)

1. I get to work without spending too much time on planning.*
2. I list the steps necessary for getting an order.
3. I think about strategies I will fall back on if problems in a sales interaction arise.
4. Because too many aspects of my job are unpredictable, planning is not useful.*
5. I keep good records about my accounts.
6. I set personal goals for each sales call.
7. Each week I make a plan for what I need to do.
8. I do not waste time thinking about what I should do first.
9. I am careful to work on the highest priority tasks first.
10. Planning is a waste of time.*
11. I don't need to develop a strategy for a customer to get the order.*

Performance Orientation (Sujan et al., 1994)

1. It is very important to me that my supervisor sees me as a good salesperson.
2. I very much want my coworkers to consider me to be good at selling.
3. I feel very good when I know I have outperformed other salespeople.
4. I always try to communicate my accomplishments to my manager.
5. I spend a lot of time thinking about how my performance compares with others.
6. I evaluate myself using my supervisor's criteria.

Learning Orientation (Sujan et al., 1994)

1. Making a tough sales is satisfying.
2. An important part of being a good salesperson is continually improving your sales skills.
3. Making mistakes when selling is just part of the learning process.
4. It is important for me to learn from each selling experience I have.
5. There are really not a lot of new things to learn about selling .*
6. I am always learning something new about my customers.
7. It is worth spending a great deal of time learning new approaches for dealing with customers.
8. Learning how to be a better salesperson is of fundamental importance to me.
9. I put in a great deal of effort sometimes in order to learn something new.

Results Orientation

1. Closing every sale is a high priority for me.
2. Reaching sales goals is most important to me.
3. I focus on the “bottom line” in my sales efforts.
4. It is important for me to obtain sales results from each customer contact.
5. Achieving sales objectives is fun for me.

Customer Orientation (Brown et al., *forthcoming*)

Enjoy Dimension –

1. I find it easy to smile at each of my customers.
2. I enjoy remembering my customers' names.
3. It comes naturally to have empathy for my customers.
4. I enjoy responding quickly to my customers' requests.
5. I get satisfaction from making my customers happy.
6. I really enjoy serving my customers.

Needs Dimension –

1. I try to help customers achieve their goals.
2. I achieve my own goals by satisfying customers.
3. I get customer to talk about their services needs with me.
4. I take a problem solving approach with my customers.
5. I keep the best interests of the customer in mind.
6. I am able to answer a customer's questions correctly.

Productivity Orientation

1. I work hard to increase my productivity on the job.
2. On the job I put every minute into maximizing performance.
3. I enjoy using time wisely on the job.
4. I pride myself on being very productive in my job activities.
5. I hate to waste time on the job.
6. On the job I follow the old adage "time is money".

Selling Orientation (Saxe and Weitz, 1982)

1. I try to sell a customer all that I can convince him/her to buy, even if I think it is more than a wise customer would buy.
2. I try to sell as much as I can rather than satisfy a customer.
3. I keep alert for weaknesses in a customer's personality so I can use them to put pressure to get him/her to buy.
4. If I am sure that a product is right for a customer, I still apply pressure to get him/her to buy.
5. I decide what products to offer on the basis of what I can convince customers to buy, not on the basis of what will satisfy them in the long run.
6. I paint too rosy a picture of my products, to make them sound as good as possible.

APPENDIX C - IRB APPROVAL

Oklahoma State University
Institutional Review Board

Protocol Expires: 7/24/01

Date : Thursday, April 19, 2001

IRB Application No BU006

Proposal Title: IS CUSTOMER ORIENTATION ENOUGH? PERSONALITY INFLUENCES AND
CRITICAL OUTCOMES

Principal
Investigator(s) :

Eric G. Harris
410-S College of Business
Stillwater, OK 74078

Dr. John Mowen
323 CBA
Stillwater, OK 74078

Reviewed and
Processed as: Exempt

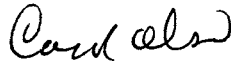
Approval Status Recommended by Reviewer(s) : Approved

Modification

Please note that the protocol expires on the following date which is one year from the date of the approval of the original
protocol:

Protocol Expires: 7/24/01

Signature :



Carol Olson, Director of University Research Compliance

Thursday, April 19, 2001

Date

Approvals are valid for one calendar year, after which time a request for continuation must be submitted. Any modifications to the research project approved by the IRB must be submitted for approval with the advisor's signature. The IRB office MUST be notified in writing when a project is complete. Approved projects are subject to monitoring by the IRB. Expedited and exempt projects may be reviewed by the full Institutional Review Board.

2

VITA

Eric Glen Harris

Candidate for the Degree of

Doctor of Philosophy

Thesis: IS CUSTOMER ORIENTATION ENOUGH? PERSONALITY
INFLUENCES AND CRITICAL OUTCOMES

Major Field: Business Administration

Biographical:

Personal Data: Born in Pittsburg, Kansas, On July 8, 1968, the son of Glen and
Lois Harris.

Education: Graduated from Pittsburg High School, Pittsburg, Kansas in May,
1986; received a Bachelor of Business Administration in Marketing and
a Master of Business Administration degree from Pittsburg State
University, Pittsburg, Kansas in July 1992 and December 1993,
respectively. Completed the requirements for the Doctor of Philosophy
degree with a major in Business Administration from Oklahoma State
University in May, 2001.

Experience: Regional Sales Associate, U.S. Awards, Sales Mgmt., Coca-Cola
Enterprises, 1994 – 1997. Department of Marketing Graduate Teaching
Associate, 1997 – 2001.

Professional Memberships: American Marketing Association, Society for
Consumer Psychology, Association of Consumer Research

Academic Honor Societies: Phi Kappa Phi, Delta Mu Delta National Honor
Society in Business Administration