

THE MODERATING EFFECT OF MARKET
ORIENTATION OF THE BUSINESS UNIT
ON THE RELATIONSHIP BETWEEN
CUSTOMER ORIENTATION AND
PERFORMANCE

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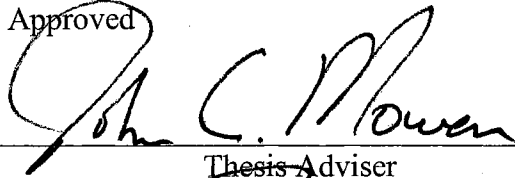
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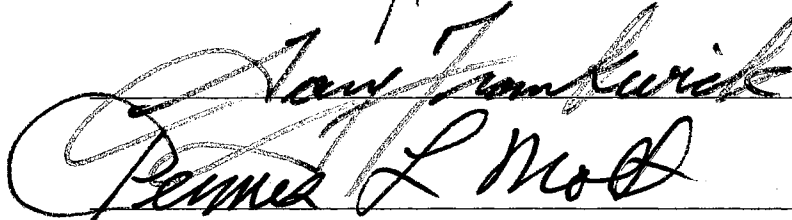
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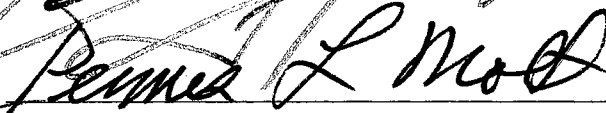
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PREFACE

This research was undertaken to further explore the concept that the customer orientation of the service employee is a personality trait. When this personality trait interacts with a key aspect of the environment in which the employee works (i.e., the market orientation of the business), the performance of the employee will be higher. Hiring customer-oriented employees will ultimately positively impact the customer experience.

This study was conducted in an actual restaurant environment. Forty-one stores in seventeen states participated in the study. The service contact employees completed a motivational survey that included a self-evaluation section. The manager of each store completed a separate performance evaluation of each employee. The results were matched to compare the difference between self-evaluation and supervisor-evaluation of performance.

I could have never completed this study without the help of many people. First I need to thank Dr. Vince Orza, Chairman and CEO of Eateries, Inc. Without Vince's agreeing to let me conduct the study in his restaurants I could have never tested my assumptions in an actual setting. Meline Epley and Shannon Scoper, at Eateries, were my interface with the stores, and worked with me to make sure the survey was conducted properly.

Vicky Sugg, a longtime close friend stepped in during my physical absence to do many things that made this study possible. She made trips to Stillwater and Tulsa. She picked up the blank surveys and broke them down to be mailed to each store. She counted pencils, made logs of how many surveys were mailed to each store, and many other tasks that had to be done. Without her help I could have never been able to finish the project.

While I was deployed at Ft. Monroe, VA, many of members of my Command assisted. CW5 Buford Strength, Major Barry Guidry, Captain Tom Puetz, and MSgt Dwight Brown put in untold number of hours helping me open up over 1,500 individual envelopes, put the surveys in alphabetical order, look for response bias, missing information, etc. LTC Harry Griffin, Ph.D. edited draft after draft before I proposed.

Certainly I have to thank my family. For eight long years they supported this project. They understood while I studied. They made trips to Stillwater picking up or delivering things in my absence. They encouraged me when I was down and celebrated with me when I was happy.

I sincerely thank my doctoral committee – Drs. Tom Brown, John Mowen, Gary Frankwick, and Dennis Mott – for guidance and support in the completion of this project. An extra thanks has to go to Dr. Tom Brown for all of his extra effort to work with me from long distance and be a constant source of encouragement. Finally, a special thanks to my good friend, Dr. Jim Lee. Jim, I would not be here today without you.

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CHAPTER I

INTRODUCTION

One of the Marketing Science Institute's research priorities in customer-oriented organizations is the examination of organizational cultural factors that lead to customer-oriented behaviors from the employees (Marketing Science Institute 1994). More specifically, research should focus on how a firm's market orientation affects the service worker's customer orientation, which in turn affects the individual performance of the service worker.

The market orientation of a firm is intertwined with its service representatives because they have the most immediate influence on customers (Brown, Mowen, Donovan, and Licata 2002; Williams and Attaway 1996). A market orientation emanates from the firm's leadership down through the organization. However, without a customer-oriented workforce, even the most highly supportive culture lacks a contact vehicle to impact relationship development (Williams and Attaway 1996). To the customer, the service worker *is* the firm (Crosby, Evans, and Cowles 1990). Specifically, the interaction between the customer and the service employee is the heart of the service exchange (Donovan 1999). Thus, because service workers are in direct contact with the customers of a firm, they should possess the personality traits that promote behaviors that contribute to satisfactory performance in the eyes of the customer (Harris 2001).

Numerous marketing scholars (Jaworski and Kohli 1993; Kohli and Jaworski 1990; Lusch and Laczniak 1987; Siguaw, Brown, and Widing 1994; Williams and Attaway 1996) recognize the potential power of the firm's market orientation to influence

an individual's degree of customer orientation. While this perspective has merit, it fails to consider another role for market orientation that may be even more important, namely, its role as an environmental or contextual variable that may influence the nature of relationships between customer orientation and other variables. A consideration of marketing orientation as a potential moderator on the relationship between customer orientation and outcome variables such as role conflict and job performance can be theoretically supported by the lengthy literature on the interaction of (1) people and their personal characteristics or traits and (2) the situations in which they operate (Belk 1974; Buss 1989; Endler 1973). In the present context, it is predicted that a company's degree of market orientation serves as an important situational variable that will interact with a service employee's degree of customer orientation (as a personal variable) to affect important outcomes.

The job performance of individual employees largely determines the effectiveness of organizations (Campbell 1990). Thus, organizations should create conditions that facilitate job performance. Unfortunately, organizations may inadvertently fail to do this, imposing "situational constraints" on employees. Peters and O'Connor (1980) define situational constraints as any conditions in an employee's immediate work environment that inhibit or constrain performance. Situational constraints essentially prevent employees from translating skills, abilities, and motivation into high levels of job performance.

A common situational constraint is role conflict. Both cognitive and motivational explanations of performance predict a negative relationship between role conflict and employee performance. From a cognitive perspective, role conflict hinders performance

because the individual faces either a lack of knowledge about the most effective behaviors or an almost impossible situation for doing everything expected. Therefore, regardless of the effort expended, behaviors are likely to be inefficient, misdirected or insufficient.

Research has also shown that service workers' degree of commitment to the organization impacts their job performance (Mathiew and Zajac 1990). Brown et al. (2002) determined that customer-oriented employees are predisposed to enjoy the work of serving customers. Consequently, they are likely to be committed to their jobs. Sheldon (1971) defines organizational commitment as an attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization.

The primary goal of this dissertation is to examine the relationship between the customer orientation of service workers and their performance as moderated by the market orientation of the business unit where they work. Second, this dissertation also investigates the relationship between service workers' customer orientation and the situational constraint of role conflict. Finally, this dissertation explores the influence of organizational commitment on employee performance. The following sections briefly discuss the constructs relevant to this research effort.

Customer Orientation

Practitioners are increasingly using personality measures to test for customer service traits (Reibstein 1986). Brown et al. (2002) define customer orientation as an individual's tendency or predisposition to meet customers' needs on the job. In this

dissertation, customer orientation is defined as a key personality variable that reflects an individual service worker's predisposition to meet customer needs in a service setting - a key component of job performance for a service worker.

Market Orientation

Market orientation, as defined by Narver and Slater (1990), is an organizational-level variable that focuses on behaviors of the firm. The behaviors of the firm captured by Narver and Slater (1990) in the market orientation scale indicate the level of meaningful support provided to the employee, the capability of the employee to provide superior value to customers, and a philosophical orientation to help guide employee conduct.

Market orientation, sometimes referred to as the implementation of the marketing concept, is a fundamental business philosophy in marketing practice (Deshpande, Farley, and Webster 1993). It has been defined in many ways: an integrated consumer-oriented focus combined with profit, not sales, that guides and coordinates the operations of the entire organization (Barksdale and Darden 1971); a business philosophy based on a concern for the consumer in all business decisions and operational considerations, with profit as a reward for efficiently satisfying customers (Bell and Emory 1971); the integration and coordination of all marketing functions with all other corporate functions (Felton 1959); an emphasis on knowledge of customer needs and wants, profit orientation, and recognition of the importance of the marketing function (Hise 1965; McNamara 1972); satisfying customers within the constraints of human resource limitations (Payne 1988); a customer focus and a long-term strategic orientation, with the

key to profitability being long-term customer satisfaction rather than current sales volume (Webster 1988). As these definitions illustrate, the three corner stones of the marketing concept are (1) a customer focus, (2) a long-term perspective, and (3) an integrated marketing effort throughout the organization (Kohli and Jaworski 1990; Lusch and Laczniak 1987; Narver and Slater 1990; Webster, 1988).

The degree to which the firm implements a market orientation is based on its desired level of organizational concern and responsiveness to customer needs and competitive actions (Kohli and Jaworski 1990; Narver and Slater 1990). Employees, from top-level executives to operational level workers, should have basically the same or consistent attitudes toward the market orientation of the firm (Webster 1992).

Performance

Job performance is a deceptively simple term, generally defined as “all of the behaviors we engage in while at work” (Jex 1998, p.25). This is a poor definition, however, because people often engage in behaviors that are not specific job tasks while at work. Though some non-task behaviors may facilitate task accomplishment (e.g., developing relationships with coworkers), others obviously do not (e.g., making personal phone calls). Thus, if performance were defined simply in terms of behaviors performed while at work, many behaviors that have no relation to job performance would be included. On the other hand, defining job performance solely in terms of *task performance* (Jex 1998) would exclude many workplace behaviors that may ultimately contribute to job performance.

The focus of this dissertation is the performance of the service worker as rated by self and supervisor. Customers evaluate service workers based on the outcome (the technical quality) as well as the process (the functional quality) of the service delivery (Gronroos 1985). Berry (1981) and Lovelock (1981) have suggested that the customer will evaluate employees on technical quality, customer-related skills, and personality. Personality is the key to this assessment because this research takes the position that customer orientation is a personality trait directly related to the performance of the service worker.

Role Conflict

Organizational socialization leads to employees' gaining an appreciation for the values of an organization, understanding what the organization expects of them in their organizational role(s), and gaining the necessary knowledge to interact with others in the organization (Louis 1980).

A problem that may occur as employees' roles develop is that role-related information provided by one member of an organization may conflict with that provided by another member. The stressor that results is role conflict, usually due to poor communication and coordination among role senders. For this dissertation, role conflict will be viewed as an antecedent to organizational commitment. In addition, role conflict will function as a mediating variable between customer orientation and performance.

Organizational Commitment

In the literature on organizational commitment, little consensus exists regarding the meaning of the term. As the area developed, researchers from various disciplines ascribed their own meanings, increasing the difficulty in understanding the construct.

For the purposes of this dissertation, the definition of organizational commitment by Sheldon (1971) most closely follows this researcher's position that customer orientation is a personality trait:

- An attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization (Sheldon 1971, p. 143).

In perhaps the most comprehensive work on organizational commitment, Mowday, Porter, and Steers (1982) propose a general theoretical framework for its study. They suggest that the development of organizational commitment is an evolutionary process that is influenced by certain antecedents. One such antecedent was identified as "personal influences," which employees bring with them at entry, such as age, education, job expectations and personality traits. This dissertation has classified customer orientation as a personality trait. Organizational commitment is viewed as an antecedent to performance and mediates the effect of role conflict on performance.

Research Questions

To guide the research process and, in particular, the hypothesis development procedure, this dissertation seeks to answer two research questions:

1. What is the impact of employee customer orientation on role conflict, organizational commitment and job performance?

2. Does the market orientation of the business unit moderate the influence of customer orientation of the employee on role conflict, and job performance?

Proposed Theoretical Model

The proposed theoretical model to support this dissertation is shown in Figure 1.

The anticipated relationships between each construct will be discussed in the literature review section. The key components of the model are:

- The moderating effect of market orientation on the relationships between customer orientation, role conflict, and job performance
- The relationship of customer orientation to job performance, role conflict and organizational commitment
- The mediating effect of role conflict on organizational commitment in relation to job performance

Figure 1

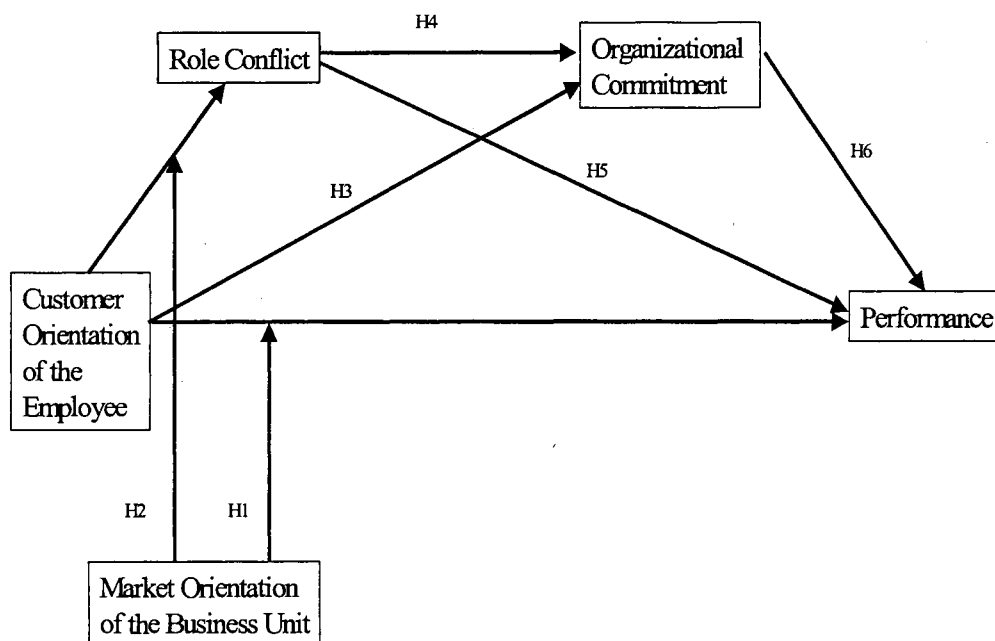


Table 1 - Construct Definitions

Customer Orientation	An individual's tendency or predisposition to meet customers' needs on the job
Role Conflict	The incompatibility between the expectations of the service worker and the expectations otherwise associated with the service workers position
Organizational Commitment	An attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization
Market Orientation	An organizational-level variable that focuses on behaviors of the firm
Performance	Behaviors employees engage in at work; such behaviors must contribute to organizational goals in order to be considered in the domain of job performance

Contribution

This dissertation contributes to a theoretical understanding of the role of personality traits of employees involved in the delivery of services, and also an understanding of the role that an organization's culture and climate play in the performance and effectiveness of service personnel. It will also have managerial implications in understanding the impact of culture and climate on both firm and employee performance, and in adapting practices to support change or continuation.

This dissertation will contribute to other research (Brown et al. 2002; Donovan 1999; Donovan, Brown, and Mowen 2002; Licata, Mowen, Harris, and Brown 2002;

Mowen 2000; Mowen and Spears 1999) in examining the foundation of a hierarchical theory of personality. Understanding further the personality traits of service personnel will add to the emerging knowledge of the complex interaction of personality and situation with behavioral outcomes.

Examining the impact of a firm's market orientation on individual service employees will contribute to existing research (Berkley and Gupta 1995; Sergeant and Frenkel 2000; Siguaw et al. 1994; Strieter 2000; Williams and Attaway 1996) by expanding the customer orientation concept outside the traditional salesman role and into a service situation. This dissertation will support past research showing 1) the importance of a customer orientation approach by the service employee and 2) the relationship of the support role of the organization in support of the service employee.

More practically, it is proposed that the information from this dissertation will support efforts by firms to instill or increase their market orientation. It is expected that findings will confirm previous work demonstrating that the greater the alignment of firm market orientation to employee's customer orientation, the better the employee performance and the higher employee organizational commitment, as well as lower role conflict, resulting in better firm performance. This dissertation should help senior managers; in particular, understand the importance of their role in supporting customer and market orientation.

For the purposes of this dissertation, role ambiguity and job satisfaction were not included in the theoretical model. Siguaw et al. (1994) included role conflict and role ambiguity in their study and found them to be highly correlated. The same is true of job

satisfaction and organizational commitment. We do not expect to find anything different than what has previously been documented.

Organization of the Dissertation

This dissertation is organized into five chapters. The first chapter serves as an introduction to the dissertation, providing an overview of the issues, the research questions, the purpose, and the contribution to the literature. Chapter II reviews the literature on customer orientation, market orientation, role conflict, job satisfaction, and organizational commitment. Additionally, Chapter II provides the theoretical support and hypotheses to be tested. Chapter III provides an overview of methodological issues for the study. Chapter IV presents a detailed analysis of the data collected in the main study. Finally, Chapter V concludes with a general discussion of the results, limitations, implications of the findings, and suggestions for future research.

CHAPTER II

LITERATURE REVIEW

Almost four decades ago, researchers and practitioners began to write about the marketing concept – the philosophical foundation of customer orientation. Customer orientation has been defined in many ways, including the following:

“The practice of the marketing concept at the level of the individual salesperson and customer” (Saxe and Weitz 1982, p. 343).

“A set of attitudes and behaviors that affects the quality of the interaction between employees and customers” (Hogan, Hogan, and Busch 1984, p. 167).

“The sufficient understanding of one’s target buyers to be able to create superior value for them continuously” (Narver and Slater 1990, p. 21).

“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” (Desphandé, Farley, and Webster 1993, p. 27).

“An individual’s tendency or predisposition to meet customer needs in an on-the-job context” (Brown et al. 2002, p. 2).

This dissertation employs the Brown et al. (2002) definition to express the essential nature of customer orientation. Brown et al. (2002) further propose that customer orientation in a service setting is composed of two dimensions: needs and enjoyment. The *needs* dimension represents individuals’ beliefs about their ability to satisfy customer needs and is based upon the Saxe and Weitz (1982) conceptualization of customer orientation. The *enjoyment* dimension represents the degree to which interacting with and servicing customers is inherently enjoyable for an individual. An underlying assumption is that fulfilling the customer’s needs will also benefit the organization. A major element of this dissertation will be the level at which an

organization practices a “market orientation” that recognizes and complements the customer orientation of its employees.

While market orientation has been proposed as existing at the firm level, customer orientation is viewed at the individual employee level. The relationship between the two levels is important because the firm possesses the means of influencing the customer orientation of the service worker and is rational in expecting the service worker to behave and respond to customer needs in a manner that is congruent with the firm’s market orientation (Siguaw et al. 1994). According to the definition of Brown et al. (2002), customer orientation is a self-assessment of a service employee’s tendency to try to meet customers needs and the degree to which he/she enjoys doing so, rather than a measure of the actual service action of the service worker or an evaluation of the employee’s on-the-job performance. Brown et al. (2002) and Donovan (1999) approach customer orientation as a personality construct rather than a simple description of service-related actions. Self-assessment may be contrasted with previous research (Brown, Widing, and Coulter 1991; Michaels and Day 1985; Tadepalli 1995) that focused on customer assessments, or perceptions of the extent to which salespeople engaged in customer-oriented selling behaviors.

Customer Orientation as a Personality Trait

Is customer orientation a behavior or a characteristic of the service provider? This dissertation takes the position that customer orientation is a key personality variable or trait that reflects an individual service worker’s predisposition to meet customer needs in a service setting. Therefore, customer orientation will be treated as a personality-

related variable. Mowen (2000) employed a broad definition of a trait when he defined it as an enduring disposition to behave in a specified manner. He proposed that traits exist at varying levels in a hierarchical fashion and situational influencers may act upon personality traits at the situational and surface levels. Utilizing Mowen's 3M Model of Motivation and Personality (Mowen 2000), Brown et al. (2002), suggest that surface level traits, such as customer orientation, may be altered through the learning environment and the situational context. Concentrically, surface traits account for the interaction between person and situational context. Surface level traits, such as customer orientation, are found in the fourth level of Mowen's hierarchy. Surface level traits represent enduring dispositions to exhibit programs of behavior within category-specific contexts. It is important to emphasize that surface level traits consider not only the person, but the situation and specific context of behavior as well. The surface level trait distinction for customer orientation 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 customer orientation is a surface level trait. In summary, consistent with Brown et al. (2002) customer orientation is labeled a surface level trait because it is an enduring disposition to behave within the specific context of interacting with customers on the job.

Market Orientation as a Situational Variable

In a 1988 issue of *Harvard Business Review*, Benson Shapiro (1988, p. 119) posed a question in the title of his article, "What the Hell is Market Oriented?" Shapiro was asking about a business concept that by that time had been in existence for several

decades. He describes it as a market-oriented set of processes that permeate an organization. It is part of an organizational philosophy or culture with three characteristics:

- Information on all-important buying influences is part of corporate-wide communication. The organization must completely understand their markets and the people who are the buyers.
- Strategic and tactical decisions are made interfunctionally.
- All areas of the organization make well-coordinated decisions and execute them with commitment from the top of the organization.

Market orientation, also mistakenly called marketing orientation or the market or marketing concept, has a long history, beginning in the 1950s. Peter Drucker was one of the first to articulate the concept as a general management responsibility when he said, “There is only one valid definition of business purpose: to create a satisfied customer. It is the customer who determines what the business is” (Drucker 1954, p. 37). Others who proposed similar ideas were John B. McKitterick of General Electric and Theodore Levitt. The basic premise of all these early thinkers was that the organization must listen to and learn from the customer and then act in a coordinated fashion to fulfill what is learned (Webster 1988).

Market orientation or the marketing concept has been written on and defined since the 1950s. There has been a fairly consistent description during the decades including the role of customers and customer focus, an organization-wide emphasis and coordination, and organizational profitability. Various definitions have included the following:

A corporate state of mind that insists on the integration and coordination of all of the marketing functions which, in turn, are melded with all other corporate functions, for the basic objective of producing maximum long-range corporate profits (Felton 1959, p. 55).

The marketing concept has three basic elements: (1) Customer Orientation. Knowledge of the customer, which requires a thorough understanding of his needs, wants, and behavior . . . (2) Integrated Effort . . . The entire firm must be in tune with the market by placing emphasis on the integration of the marketing function . . . (3) Profit Direction. The marketing concept is intended to make money for the company by focusing attention on profit rather than upon sales volume (Bell and Emory 1971, p. 39).

The marketing concept is based on two fundamental notions: First, the consumer is recognized as the focal point or pivot for all business activity; second, profit - rather than sales volume - is specified as the criterion for evaluating marketing activities (Barksdale and Darden 1971, p. 29).

The organization-wide information generation and dissemination and appropriate responses related to current and future customer needs and preferences (Kohli and Jaworski 1990, p. 6).

Market orientation consists of three behavioral components – customer orientation, competitor orientation, and interfunctional coordination – and two decisive criteria – long-term focus and profitability (Narver and Slater 1990, p. 21).

Current perspectives on market orientation fall between behavioral and cultural definitions (Homburg and Pflesser 2000). Kohli and Jaworski (1990, p. 1) define a market-oriented organization as “one whose actions are consistent with the marketing concept,” a definition based in activities or behavior. Slater and Narver (1994a, p. 53) take a different approach when they say, “a business is market-oriented when its culture is systematically and entirely committed to the continuous creation of superior customer value.” Deshpande’ et al. (1993) refer to marketing orientation as a fundamental business philosophy in marketing practice.

For purposes of this dissertation the marketing orientation concept will be considered a cultural or philosophical one. Deshpande and Webster (1989, p. 4) define organizational culture as “the pattern of shared values and beliefs that help individuals

understand organizational functioning and thus provide them norms for behavior in the organization.” The definition consists of three parts: values, norms and behaviors. Thus, Kohli and Jaworski’s (1990) definition focusing on behaviors or activities is not inconsistent with a cultural one.

Culture is an anthropological concept and according to Kluckholm (1951) is made up of values that may be described as conceptions; norms or expectations; artifacts; made up of stories, rituals and language with symbolic meanings; and finally, behavior. In the case of a market orientation culture, the values, norms and artifacts do not have direct effect on market performance but instead indirectly affect market-oriented behaviors. (Homburg and Pflesser 2000).

Personality (Customer Orientation) or Environment (Market Orientation)?

The role of personality or personality traits and the interaction of personality with the environment were examined by a number of researchers in a more “interactionist” school of thought. Based on empirical research during the 1960s and the 1970s, which focused on testing the basic hypothesis in traditional personality research, a new model called an interactionistic model was developed. A basic element of this model is the focus on the ongoing, multidirectional interaction between an individual and his or her environment, especially the situation in which behavior occurs. Persons and situations are regarded as indispensably linked to one another during the process of interaction. Neither the person factors nor the situation factors per se determine behavior in isolation; it is determined by inseparable person by situation interactions (Magnusson and Endler 1977).

Buss (1989) inquired into the interdiction of traits and manipulations. He looked at models of the relationship of person and environment and proposed a bi-directional causation: in other words, the environment has an effect on an individual's behavior, but the individual's personality traits can also have a counter effect on the environment. Buss examined the work of Mischel (1968), who contended that behavior was situationally specific and that environment plays a large or even predominant role in behavior - in fact, that when manipulation was strong enough, it could negate the effects of any trait (Black 1994; Buss 1989). However, Buss proposed that there were too many variables to determine the relationship between personality and environment.

Belk (1974, p. 156) studied buyer behavior in relation to the situation. Belk asked, "What does a buyer mean when they [sic] say, 'it depends on the situation?'" Situation is defined as "all those factors particular to a time and place of observation which do not follow from a knowledge of personal (intra-individual) and stimulus (choice alternative) attributes, and which have a demonstrable and systematic effect on current behavior," (Belk 1974, p. 157) in other words, outside the basic tendencies and characteristics of the individual. Belk found that the situational effect is the "most important determinant of choice," but also found a "small but still important role for individual differences in response preferences." The interaction of both situation and individual personality, or traits, was demonstrated.

Kurt Lewin, who many consider the founding father of contemporary social psychology, was one of the first psychologists to offer an explicit theoretical formulation of person-by-situation interactions (Lewin 1935). He argued that in the study of psychological phenomena, personality and situation variables were not independent

entities that could be considered separately, but rather were mutually interdependent variables whose interactions should be studied.

Murray (1938), one of the primary architects of trait theory, advocated studying the interaction of person-by situational factors. He maintained that since at every moment, an organism is within an environment, which largely determines its behavior, and since the environment changes, sometimes with radical abruptness – the conduct of an individual cannot be formulated without a characterization of each confronting situation, physical and social.

Part of the discussion on the person by situation issue during the early 1960s and the beginning of the 1970s concerned the relative importance of persons and situations as determinants of behavior. Endler (1973, p. 295) concluded that the question, “Is behavior determined by persons or by situation?” is a meaningless one. A more important question is *how* persons and situations interact in a dynamic process in effecting behavior.

The statement that an individual’s behavior is the product of the interaction between the situation and his personality is now a well-accepted truism that has long ceased to astonish us. However, this is a completely empty phrase unless we are able to state explicitly what particular aspect of the situation and which particular personality variables interact in producing a given behavior.

The above statement could not be more correct in establishing the foundation for this dissertation research. The person, in this dissertation represented by the individual service worker, will be measured to determine if they possess the personality trait of customer orientation. The situation part of the interaction is the degree of market

orientation of the firm. This moderator variable, market orientation of the business unit, differentiates this dissertation from previous research. Williams and Attaway (1996) position market orientation or culture as an antecedent variable to customer orientation. Customer orientation in their research acts as a mediating variable between market orientation and relationship development. In contrast to the existing literature (see also Sigauw et al. 1994), in this dissertation market orientation of the business unit represents the *environment* – or situation – within which the service worker operates. The outcome is the actual performance of the employee that results from the interaction of person (i.e., customer orientation) and situation (i.e., market orientation of the business unit). Performance can be assessed from several perspectives – self, supervisor, customer and perhaps some aggregated objective measures of the actual business unit. For the purposes of this dissertation, self, supervisor and customer will measure performance.

Performance

Campbell (1990) defines job performance in terms of behaviors employees engage in at work. However, such behaviors must contribute to organizational goals in order to be considered in the domain of job performance. Job performance can, and should, be distinguished from *effectiveness, productivity, and utility*. Effectiveness is defined as the *evaluation* of the *results* of an employee's job performance (Jex 1998). This distinction between effectiveness and performance is important to highlight because effectiveness is determined by more than just employee job performance. For example, it is possible for an employee to perform well but receive a poor performance rating (a measure of effectiveness) because he or she does not get along well with the person

providing the rating. This is important to this dissertation because performance will be evaluated by self and supervisor.

Productivity is closely related to effectiveness. The difference is that productivity takes into account the *cost* of achieving a given level of effectiveness. This can be seen at the individual level when two employees have the same level of output, but one achieves this more effectively than the other.

Utility represents the organization's *value* of a given level of performance, effectiveness, or productivity. On the surface, this definition may seem the same as that provided for effectiveness. Utility is somewhat different, though, because it is possible for an employee to achieve a high level of effectiveness (i.e., the results of performance are judged to be positive) and for utility to be low. That is, an organization may not simply place a high *value* on the level of effectiveness achieved by the employee (Jex 1998).

Sternberg (1994) proposed a model to determine performance that contained five general factors; person, roles, situations, values and luck. The person factor, represented by the service worker, includes additional factors such as mental and physical abilities, preferred thinking and learning styles, and personality differences. These personality differences are an important distinction because they relate directly to our position that the customer orientation of the service worker is a personality trait.

Role represents the level of comfort with the job related role he or she is asked to play. Again, this construct is depicted in our model as an important variable in the determinant of performance. Sternberg's (1994) inclusion of situation supports the person-situation-interaction position taken in this dissertation. He defines the situation

factor as things that hinder or enhance performance. The real focus is on the degree to which job situations match the abilities and preferences of the employee.

Value is the match of the person values to the organization values. O'Reilly, Chatman, and Caldwell (1991) have shown that such a values match is important in determining organizational commitment. This ties directly to the definition of organizational commitment used in this dissertation.

On average, differences in performance are caused by the interaction between ability, motivation, and situational factors that may facilitate or inhibit performance (Muchinsky 1993). Thus, for an employee to perform well, it is certainly important for that person to possess job-relevant abilities. In a service environment those abilities are represented by the customer orientation of the service worker. Ability alone will not lead to high levels of performance, though, unless the employee is motivated to perform and does not experience severe situational constraints. The motivation in customer orientation as defined by Brown et al. (2002) is represented by the needs dimension. The service worker is motivated through the overall personality trait of customer orientation, to meet the needs of the customer. The situational constraints in this dissertation are represented by the interaction of the customer orientation of the service worker and the market orientation of the business unit. This interaction affects the performance of the service worker. A service worker may possess a high level of ability (customer orientation) for a particular job but not perform well because there is something about the job situation (the interaction between customer orientation of the employee and the market orientation of the business unit) that impacts overall performance. Therefore:

H1: The positive influence of customer orientation on self- and supervisor-rated performance will be stronger when market orientation is high than when market orientation is low.

Customer Orientation, Market Orientation and Job Attitudes

Siguaw et al. (1994) conducted a study of industrial salespeople focusing on the constructs of market orientation, customer orientation, and job attitudes. Their study focused on two research objectives; the first was to identify the effect of the selected firm orientation, as viewed from the salesperson's perspective, on the salesperson's customer orientation and job attitudes (i.e., role conflict, job satisfaction, and organizational commitment). The second was to determine whether the orientation of the salesperson is related to job attitudes.

The results of the study indicate that the market orientation of the firm was found to influence significantly the job attitudes and customer orientation of the salesperson. If the firm is perceived as having a high market orientation and, the sales force practices a greater customer orientation, there will be reduced role stress (role conflict), and greater organizational commitment.

Role Conflict

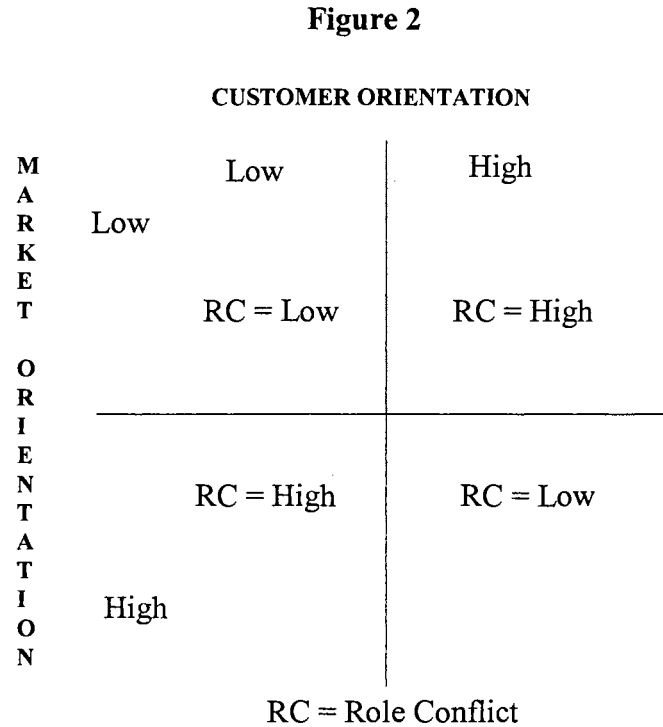
Since the 1950's there has been a significant body of literature and research on role theory, especially the constructs of role ambiguity and role conflict. The formal recognition for introducing role concepts into organizational research, however, is generally given to Kahn et al. (1964), with the publication of their book *Organizational Stress: Studies in Role Conflict and Ambiguity*. Kahn et al. (1964) found no singular

meaning for either role conflict or role ambiguity. Each is either a characteristic of the environment (objective) or a characteristic of the individual (subjective) or both. That is, objective role conflict and ambiguity are actual, verifiable conditions in the work environment, but subjective role conflict and ambiguity are internal states of the focal person.

Role theory may be said to deal with patterns of certain characteristics, common to persons or to groups of persons, with a variety of cognitions held about those patterns by social observers. The terminological and conceptual distinctions of role theory generally center on a description of the patterns or the cognitions. The propositions of role theory are concerned with the effects of the patterns upon the cognition or vice versa (Biddle, Twyman, and Rankin 1961). Role conflict deals with discrepancies between patterns and or cognitions that pose a problem for one or more of the participants in a social situation.

Kahn et al. (1964, p. 58) defined role conflict as, “the incompatibility between the expectations of the salesperson (service worker for the purposes of this dissertation) and the expectations otherwise associated with the service worker’s position.” To assist in understanding the general definition of role conflict, a definition of “role” is appropriate: “a set of behaviors that are expected of a person occupying a particular position.” (Jex 1998, p. 10). Role conflict equates to the salesperson or service worker being unsure of what should be done and how, and not knowing which job functions are most important to the various role partners. Sources of role conflict include one’s family, supervisor, customers, personal principles, and the job itself.

The impact on role conflict caused by the inter-action of customer orientation and market orientation can best be shown in Figure 2:



As depicted by Figure 2, when customer orientation of the individual and market orientation of the business are on the same parallel path, e.g. high/high or low/low, then role conflict will be low. The ideals of the individual and the business are not in conflict, and even if both are low, neither party would place value on being market or customer oriented and therefore no role conflict would exist. However, when the paths are divergent, role conflict will be high. A customer-oriented individual that is not supported by the market orientation of the business unit will experience high levels of role conflict, which will lead to frustration, or lack of job satisfaction and organizational commitment and ultimately poor performance. Conversely, a business with a high level of market

orientation (e.g., Southwest Airlines), would conflict with an individual of low customer orientation.

Therefore:

H2: The influence of customer orientation on role conflict will be positive at lower levels of market orientation and negative at higher levels of market orientation.

Customer Orientation and Organizational Commitment

In the literature on organizational commitment, little consensus exists regarding the meaning of the term. As the area developed, researchers from various disciplines ascribed their own meanings thereby increasing the difficulty in understanding the construct. Morgan and Hunt (1994), developed their definition of commitment by drawing from the work in social exchange theory, marriage and organizations and defined commitment as an exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it; that is, the committed party believes the relationship is worth working on to ensure that it endures indefinitely. Moorman, Zaltman, and Desphandé (1992) define commitment as an enduring desire to maintain a valued relationship. Cook and Emerson (1978) in exchange theory characterize commitment as a variable central in distinguishing social from economic exchange. McDonald (1981, p. 829) in marriage literature states, "The major differentiation of these exchange relationship types is the mutual social trust and the resultant commitment on the part of the individuals to establish and maintain exchange relationships." In the services relationship marketing area, Berry and Parasuraman (1991, p. 144) maintain that, "Relationships are built on the foundation of mutual commitment."

Finally, Sheldon (1971) defines organizational commitment as an attitude or an orientation toward the organization which links or attaches the identity of the person to the organization. Morgan and Hunt (1994) conclude with the position that commitment is central to all the relational exchanges between the firm and its various partners.

Several theoretical perspectives have been proposed to conceptualize the development of organizational commitment (Blau and Boal 1987). However, most researchers consider it from one of two distinct, though related perspectives (Blau and Boal 1987; Chonko 1986). In one perspective, commitment is viewed primarily as a function of individual behavior, and individuals are postulated to become committed to the organization through their actions and choices over time (Becker 1960). In the second perspective, commitment is thought to develop when people begin to identify with an organization and are willing to exert effort toward organizational goals and values (Porter, Steers, Mowday, and Boulian 1974). Stated differently, commitment is viewed as a more active and positive attitude toward the organization (Johnston, Varadarajan, Futrell, and Black 1990).

Fit theory also suggests that a customer-oriented employee will experience high levels of organizational commitment (Donovan et al. 2004). Researchers have found that the fit between the person and the organization is associated with higher levels of commitment to the organization (O'Reilly, Chatman, and Caldwell 1991). Because employees who possess the surface trait of customer orientation are predisposed to meet customers' needs, they should fit the service setting better than employees with lower levels of customer orientation (Donovan et al. 2004). Therefore:

H3: Customer orientation will exert a positive influence on service worker organizational commitment.

Role Conflict and Organizational Commitment

Role conflict was developed from role theory. Role theory deals with patterns of certain characteristics, common to persons or groups of persons, with a variety of cognitions held about those patterns by social observers. Role conflict deals with discrepancies between patterns and or cognitions that pose a problem for one or more of the participants in a social situation. Organizational commitment has been defined as an attitude or an orientation toward the organization which links or attaches the identity of the person to the organization (Sheldon 1971). When an individual experiences role conflict, they are dealing with discrepancies in patterns of behavior. The discrepancies in turn prevent the employee from linking or attaching themselves to the organization.

Therefore:

H4: Role conflict will exert a negative effect on service worker organizational commitment.

Role Conflict and Performance

What causes role conflict to affect performance? Most often this is due to poor communication and coordination among role senders (Schaubroeck, Ganster, Sime, and Ditman 1993). If employees do not know what their duties are, what authority they possess, or how they are to be evaluated, they may hesitate to make decisions and will have to rely on trial and error learning in meeting the expectations for the organization (Hamner and Tosi 1974). The effectiveness of organizations depends largely on the job performance of individual employees (Campbell 1990). Thus, it is in an organization's best interest to create organizational conditions that facilitate job performance.

Therefore:

H5: Role conflict will exert a negative influence on service worker performance as evaluated by the worker and the supervisor.

Organizational Commitment and Performance

In independent studies (Mowday, Porter, and Dubin 1974; Porter, Crampton, and Smith 1976; Steers 1977a), a link between organizational commitment and job performance was established. Although a rather weak link, several factors may account for this. Following contemporary theories of employee motivation, performance is influenced by motivation level, role clarity, and ability (Porter and Lawler 1968). Attitudes like commitment would only influence actual job performance. Therefore, we would not expect a strong commitment-performance relationship.

Consistent with the theme of this research, a series of studies was reviewed that examine personality factors as they relate to commitment. In previous findings, commitment has been found to be related to achievement motivation, sense of competence, and other higher-order needs (Koch 1974; Morris and Sherman 1981; Rotondi 1976; Steers 1977a; Steers and Spencer 1977). It would appear that commitment to the organization by employees could be improved relative to the degree the employees see the organization as a source of need satisfaction.

These findings are consistent with Brown et al. (2002) in their studies of customer orientation where they identified two dimensions of customer orientation as a personality trait: the enjoyment dimension and the needs dimension. If employees possess the personality trait of customer orientation, their desire to take care of the customer fulfills the needs dimension. As the identity of the person more closely matches that of the

organization, the needs of the organization become the needs of the individual.

Individuals committed to the organization perform better and stay longer than employees who are not committed to the organization (Johnston et al. 1990). In addition, because organizational commitment develops more slowly and remains more stable over time than job satisfaction, it is a more reliable predictor of employee behaviors (Johnston, Varadarajan, Futrell, and Black 1990). Therefore:

H6: Organizational commitment will exert a positive influence on service worker performance as evaluated by the worker and the supervisor.

Chapter Summary

This chapter and the focus of this dissertation can be summarized as *person-situation-interaction*. Herein, the individual service worker represents the *person*. The *person* is evaluated to determine if they possess the personality trait of customer orientation. Brown et al. (2002) determined that the personality trait of customer orientation is bidimensional; needs and enjoyment. A service worker that possesses the personality trait of customer orientation possesses a *need* to service the consumer and *enjoys* performing this service. The environment wherein the service worker functions is presented as the market orientation, or *situation*, of the business unit. It is the *interaction* of these constructs that determines the level of role conflict.

Continuing, we discuss the moderating effect of the business unit's market orientation upon performance and role conflict. Hence, if there exists a harmonious relationship between customer orientation and market orientation, then we expect to find low levels of role conflict and high levels of organizational commitment and performance. However, if these constructs are opposed, then we expect to find high

levels of role conflict and low levels of organizational commitment and performance. Within this framework, role conflict becomes an important mediating variable in the proposed model.

Table 2 - Summary of Hypothesis

H1	The positive influence of customer orientation on self and supervisor rated performance will be stronger when market orientation is high than when market orientation is low.
H2	The influence of customer orientation on role conflict will be positive at lower levels of market orientation and negative at higher levels of market orientation.
H3	Customer orientation will exert a positive influence on service worker organizational commitment.
H4	Role conflict will exert a negative effect on service worker organizational commitment.
H5	Role conflict will exert a negative influence on service worker performance as evaluated by the worker and the supervisor.
H6	Organizational commitment will exert a positive influence on service worker performance as evaluated by the worker and the supervisor.

CHAPTER III

METHODOLOGY

The purpose of this chapter is to delineate the methodology of this dissertation. The chapter begins with the structure of the research design, and then discusses the targeted sample pool. Next, a discussion of each construct and how it will be measured is presented. Finally, the method of analysis is discussed.

Research Design

The research design for this dissertation is the survey method. This involves developing a questionnaire that operationalizes the variables by using multiple items of each (John and Martin 1984). This method has been used in numerous previous studies that have measured several variables related to this dissertation (Desphandé 1982; Desphandé et al. 1993; Jaworski and Kohli 1993; Narver and Slater 1990). The survey method has been selected due to the time and geographic disparity of the targeted restaurant chain. In addition, because the survey method asks respondents to indicate their perceptions of organizational characteristics and behaviors, it reflects the organization as the respondent sees it functioning (Desphandé 1982). Based on this perspective, the survey method is more pertinent to the present research due to the interest in how employees and managers perceive the market orientation of the firm and its relationship to customer orientation and performance as viewed by the employee and his/her manager.

Sample

A publicly traded restaurant operator and franchiser agreed to participate in the study. The Company operates 53 restaurant's under three different operating names and franchises 11 restaurant's under one common operating name. The Company operates 46 stores under a common name. For continuity of operations and responses, these 46 stores have been selected to participate in the study. Employees of the company-operated stores completed a confidential questionnaire with measures for all constructs including self-evaluation of performance. Store managers completed a separate confidential performance evaluation survey on each employee.

All customer contact employees at the 46 stores were asked to voluntarily complete the survey. The company frequently survey's its employees, always in a voluntary status, so the individual employee participation will not be a new event. The store manager completed a performance evaluation on each employee, therefore we have an equal number of performance evaluations as employee responses.

Measures

Employee Survey

The service employee survey (Appendix B) was written from the employee's perspective. A section of this survey relevant to market orientation was developed in an effort to capture the service workers' attitudes and beliefs about the market orientation of the firm. Several organizational and marketing researchers (Schneider and Bartlett 1968; Tyagi 1982) assert that in measuring organizational variables, an individual's perception

of the work environment is more psychologically important than how others choose to describe it.

The employee survey instrument is approximately six (6) pages in length and took respondents approximately 20 minutes to complete. The survey itself was presented in booklet form entitled “Employee Motivation Survey.”

Measures of key constructs have been adapted from prior research. Only those measures shown to exhibit acceptable reliability and validity in previous research have been used in this study. It should be noted that while many constructs have been included in the survey, not all apply directly to answering the research questions outlined in this dissertation, but will be useful in future research. This section provides a detailed description of all measures included in the survey.

Customer Orientation

Customer orientation of the employee is a situational trait. Customer orientation was measured utilizing a modified version of the scale (See Appendix A) developed by Brown et al. (2002). Although numerous studies have used the SOCO measure of customer orientation, the researcher believed the SOCO scale was not sufficient to reflect the proper perspective of a service employee because the customer orientation of the SOCO scale was developed in an industrial sales environment. The Brown et al. (2002) measure of customer orientation posits that the surface trait has two dimensions—a needs dimension and an enjoyment dimension. The scale consists of 12 items measured on a 5-point Likert scale anchored by “strongly disagree” (1) and “strongly agree” (5).

Market Orientation

Market orientation was measured utilizing a modified version of the Narver and Slater (1990) scale (See Appendix A). The authors describe their scale as a one-dimensional construct but develop multiple-item measures for each of three facets; customer orientation, competitor orientation, and interfunctional coordination. Each respondent was asked the following leading question, “To what extent do your store’s managers engage in the following practices?” The final scale is composed of 17 Likert items scored on 5-point scale anchored by “strongly disagree” (1) to “strongly agree” (5). Indices for the three behavioral components are derived by summing the item scores within components and dividing by the number of items in the component. Averaging the item scores across all the items of the three behavioral components derives an overall market orientation index.

Role Conflict

Role conflict was measured utilizing a modified version of the Rizzo, House, and Lirtzman (1970) scale (See Appendix A). Role conflict is an important intervening variable that mediates the effects of various organizational practices on individual and organizational outcomes. Role conflict was defined in terms of dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to standards or conditions that impinge upon role performance. The role conflict components were stated as follows:

- 1) Conflict between the focal person’s internal standards or values and the defined role behavior

- 2) Conflict between the time, resources, or capabilities of the focal person and the defined role behavior
- 3) Conflict between several roles for the same person, which require different or incompatible behaviors, or changes in behavior as a function of the situation; e.g., role overload
- 4) Conflicting expectations and organizational demands in the form of incompatible policies, conflicting requests from others, and incompatible standards of evaluation.

The eight individual questions are measured on a 5-point Likert scale anchored with “strongly disagree” (1) and “strongly agree” (5).

Organizational Commitment

Organizational commitment is defined as the relative strength of an individual’s identification with and involvement in a particular organization. Organizational commitment can be characterized by three related factors: 1) a strong belief in and acceptance of the organizations goals and values, 2) a willingness to exert considerable effort on behalf of the organization, and 3) a strong desire to maintain membership in the organization (Mowday, Steers, and Porter, 1979).

A modified version of the organizational commitment questionnaire (OCQ) developed by Mowday et al. (1979) was utilized to measure this construct (See Appendix A). The OCQ is composed of 8 Likert items are scored on scales from strongly disagree (1) to strongly agree (5).

Self-Rated Performance Evaluations

Self-rated performance evaluation was measured on a 5-item, 5-point Likert scale developed by Harris (2001) (See Appendix A). This scale is anchored by “among the worst in the company” (1) and “among the best in the company” (5). Several authors, including Brown et al. (2002), Donovan et al. (2002), and Sujjan, Weitz, and Kumar (1994) have used similar self-rated performance evaluations. These items attempt to measure the self perceptions of the employee on various dimensions of job performance, including overall quantity and quality of work performed, quality of performance in identifying customer needs, quality of performance in satisfying customers, and overall job performance.

Manager Performance Evaluations of the Employee

Managers completed a performance evaluation (See Appendix C) on each employee. The evaluation consists of 23 questions dealing with the individual performance of the rated employee. The Manager was asked to evaluate the Customer Orientation of each employee utilizing a modified version Brown et al. (2002) scale. The modified scale consists of 14 items on a 5-point Likert scale anchored by “never” (1) and “always” (5). In addition the Manager answered the same questions asked of the individual in the Self-rated Performance section of the Employee Motivation survey. The six questions in this portion of the evaluation are on a 5-point Likert scale anchored by “among the worst in the company” (1) and “among the best in the company” (5). The final three questions asks for an opinion of the manager about the employee anchored by “strongly disagree” (1) and “strongly agree” (5).

Demographics

The survey begins with a number of demographic variables including age, length of employment, job title, percent of time spent in contact with customers, percentage of income from tips, amount of time spent interacting with the manager, and number of hours worked per week.

Collection Procedures

Intervention-Interaction-Informed Consent

In coordination and agreement with the Company, the following data collection procedures was utilized. Every store in the study held an employee meeting. The store manager explained the nature and purpose of the survey and the directions for completion (Manager Letter of Instruction located at Appendix D). Each store was provided an instructional video prepared by the author (Script located at Appendix E). In the video, employees were assured that their answers would not be recorded. In addition, they were assured that no member of management would observe the completion of their survey. Employees were assured that their answers are for the specific purpose as outlined in the initial instructions and that their answers are individual in nature. Employees were assured that their answers would be held in confidence and would not be made public. Most importantly the employee was assured that their identity can in no way be traced to their answers and that their responses would only be reported in the aggregate. Employees were informed that since this survey is being conducted in conjunction with academic research that they would be given an opportunity to decline to participate

without penalty. The survey was conducted in a non-coercive environment and was classified as minimal risk.

It is anticipated that some subjects would be 16 and 17 years old. Historically the parent corporation has surveyed its employees, including minors, for various reasons. The participation of minor employees in this study would be consistent with previous corporate practices and activities. Specifically, minor employees of the parent corporation have routinely participated in surveys and studies without parental consent. Assent, using all of the guidelines for informed consent, was obtained from every participant in the study.

Physical Procedures

Upon completion of the explanation of procedures, nature and purpose of the study, and showing of the video, the manager appointed an employee to administer the survey. The employee surveys were in a sealed envelope, which was opened by the designated lead employee. The designated lead employee opened the envelope and distributed the surveys. Each survey had a consent statement on the cover and a separate envelope to put the survey in after completion. Each employee was instructed to complete the survey and put it in the envelope and seal the envelope. Once completed and sealed in the envelope, the employee returned the survey to the designated lead employee. The designated lead employee put all individual sealed surveys in a pre-addressed, postage paid envelope and mailed them directly to a blind post office box. Neither store level management nor corporate management were involved in any phase of the actual process of collecting the survey data or mailing the completed surveys.

After the manager appointed the designated lead employee, they went to their office to complete the employee performance evaluation questionnaires. The manager put the employee performance appraisals in a pre-addressed, postage-paid envelope and returned them directly to a blind post office box.

The procedures followed above ensured the highest levels of confidentiality. Management never had access to the individual survey instruments. Store managers were segregated from the employees during the actual completion of the survey. In a similar fashion, the employee will never have access to their individual performance evaluation completed by the manager. The corporate office will not have access to the individual surveys or performance appraisals. All results are reported in aggregate and can not directly or indirectly be tied to any single individual or manager.

Analysis of Data

Following the methodology employed by Siguaaw et al. (1994), ordinary least squares regression was used to test the hypothesized relationships. To test the moderation effect, multiple regression with interaction effects was utilized.

Regression analysis is by far the most widely used and versatile dependence technique, applicable in every facet of business decision-making (Hair et al. 1995). Regression models are used to study how consumers make decisions or form impressions and attitudes. Multiple regression analysis is a general statistical technique used to analyze the relationships between a single dependent (criterion) variable and several independent (predictor) variables.

CHAPTER IV

RESULTS

This chapter presents the results of the empirical test of the model presented in Chapter I. The research findings are presented in three sections. The first section will discuss the results of data collection procedures, the final sample and the demographics of the sample. The second section discusses scale reliability and the modifications from the original scales. The third section describes the results of the regression models ran to test the hypotheses proposed in this dissertation.

Data Collection

Initial surveys were mailed to 46 individual stores in 18 states with a total employee head count of 1,594 service employees. All 46 stores responded to the survey and returned either the employee survey or the manager performance evaluation.

Individual employee surveys were matched to supervisor evaluations. Five stores were eliminated due to a change of management. The change in management and the resulting lack of familiarity with individual employee performance made relational evaluation impossible. The final pool resulted in 41 stores from 17 states with a potential response from 1,443 mailed surveys and evaluation forms. An initial matching resulted in 751 matched sets (employee survey and corresponding manager evaluation) or a 52% response rate. The difference between the 1,443 mailed and the 751 matched sets was 692. This number can be broken down into three categories. Five-hundred-forty-nine (549) employees chose not to participate and returned the survey completely blank or

simply did not return anything. The second category consisted of 103 employees who completed the survey and signed the consent form but could not be matched to a supervisor's evaluation form because the supervisors did not return the questionnaire. The final category consisted of 40 surveys that were eliminated in the initial screening due to the amount of missing data. Some respondents filled out the first or second page and then did not complete the rest of the survey.

Data purification resulted in 37 of the matched sets being eliminated for response bias and 23 lost due to missing information on specific items. Response bias included surveys where the respondent completed the entire survey but answered every question the same way e.g. all ones or all fives. Additionally, some respondents completed the survey by creating obvious patterns with their answers e.g. zigzag lines. Missing information was defined as having half (50%) or more of the items missing on any of the multi-item measures to be used in the analysis. After eliminating these cases, any remaining missing items were replaced via mean substitution, with the mean calculated across all remaining cases. The final sample consisted of 691 matched sets or a 48% response rate.

Demographics

Of the 691 matched sets, seven failed to complete the age question. Table 3 below reflects the age distribution of the remaining 684 respondents.

Table 3

Age Distribution

Age Bracket	Frequency	Percent	Cumulative Percent
16-17	19	3%	3%
18-23	484	71%	74%
24-29	105	15%	89%
30-34	43	6%	95%
35+	33	5%	100%

Over 86% of the respondents were between the ages of 18 and 29. The gender of the pool was a 70/30 split, female vs. male, respectively. Over 82% of the pool listed their primary occupation as waiter or waitress. The remaining respondents were host or hostess (9%) and bartender (8%). Sixty-nine percent of those surveyed reported that they spent between 70% and 99% of their time dealing directly with customers. Consistent with the occupational breakdown being primarily waiter or waitress, 71% indicated they receive between 70% and 99% of their compensation in the form of tips. The respondent pool is primarily a part-time work force. Ninety one percent work 11 to 40 hours per week.

Scale Reliabilities

The measurement of each variable was based upon existing scales. However, modifications were made to adapt the scales to the target audience. Reliability analysis was conducted on each modified scale.

Customer Orientation

The Customer Orientation scale utilized was developed by Brown et al (2002).

The scale consists of twelve questions divided into two dimensions (needs and enjoyment) of six questions each. The first analysis conducted was to evaluate each domain and the six individual questions within the domain. The results were:

Item*	Mean	Std. Dev	Item-Total Correlation
Enjoy 1	4.4891	.7620	.5371
Enjoy 2	3.6295	1.1567	.4601
Enjoy 3	4.0014	.9223	.6136
Enjoy 4	4.4348	.7456	.6296
Enjoy 5	4.5864	.6822	.6202
Enjoy 6	<u>4.2747</u>	<u>.8121</u>	.6775

Scale 25.4160 3.6992

Alpha = .8098

* See Appendix A for the wording of each item.

Item*	Mean	Std. Dev	Item-Total Correlation
Need 1	4.0884	.9807	.6026
Need 2	4.1143	.9200	.6227
Need 3	4.0073	.9001	.6174
Need 4	4.3362	.7588	.4008
Need 5	3.8681	.9949	.5438
Need 6	<u>4.3983</u>	<u>.7603</u>	.5975

Scale 24.8127 3.7999

Alpha = .8043

* See Appendix A for the wording of each item

The final analysis consisted of a calculation of the linear composite (Nunnally and Bernstein 1994). The reliability of the linear composite was calculated as 0.886.

Role Conflict

The role conflict scale was adapted from the Rizzo, House and Lirtzman (1970) scale. Their original scale consisted of 30 items, 15 for role ambiguity and 15 for role conflict. However, it is the reduced 6-item role ambiguity and 8 item role conflict measures that are commonly employed for research purposes (Rizzo, House, and Lirtzman 1970).

The research model for this study focused on the role conflict measures of the reduced scale discussed above. Except for word modification to adapt the question to the target audience, the eight questions used were taken directly from the Rizzo et al, scale. A reliability analysis was conducted on the modified scale with the following results:

<u>Item*</u>	<u>Mean</u>	<u>Std. Dev</u>	<u>Item-Total Correlation</u>
RC 1	2.6186	1.2123	.5219
RC 2	2.2884	1.2136	.4982
RC 3	1.8642	1.1612	.5343
RC 4	3.3681	1.2755	.5365
RC 5	2.9111	1.2863	.5583
RC 6	2.5854	1.3001	.6083
RC 7	2.2792	1.2287	.4996
RC 8	<u>2.3426</u>	<u>1.1856</u>	.3745

Scale 20.2577 6.4181

Alpha = .8050

* See Appendix A for the wording of each item

Organizational Commitment

Mowday, Steers, and Porter (1979) define organizational commitment as the relative strength of an individual's identification with, and involvement in, a particular organization. Organizational commitment can be characterized by three related factors:

1) a strong belief in and acceptance of the organization's goals and values, 2) a willingness to exert considerable effort on behalf of the organization, and 3) a strong desire to maintain membership in the organization. Their original scale consisted of 15 items that measured these three factors. Six of the original questions were reverse scored. A reduced nine-item version of the scale is utilized when only the positive items are measured. For this research, the reduced nine-item scale was utilized with two exceptions. The original reverse scored question, "I feel very little loyalty to this organization," was changed to read, "I am committed to this store," positively scored, and added to the scale. One positively worded question, "I am extremely glad that I chose this organization to work for over others I was considering at the time I joined" was eliminated from the scale resulting in the final nine-question scale. The remaining questions were modified in their wording only to fit the target audience. A reliability analysis of the modified scale was conducted with the following results:

Item*	Mean	Std. Dev	Item-Total Correlation
OC 1	4.0610	.8370	.6117
OC 2	3.8696	1.0634	.7098
OC 3	2.6958	1.2519	.4424
OC 4	3.4159	.9446	.6920
OC 5	3.8302	.9639	.7896
OC 6	3.6252	.9324	.7480
OC 7	3.8406	.9649	.7455
OC 8	3.4971	1.1500	.7363
OC 9	<u>3.8480</u>	<u>.9594</u>	.7443

Scale 32.6834 6.8878

Alpha = .9053

* See Appendix A for the wording of each item.

Market Orientation

A modified version of the Narver and Slater (1990) scale was utilized to measure market orientation. The original scale consisted of 15 questions covering three functional areas; customer orientation, competitor orientation, and interfunctional coordination. The focus of this research is customer orientation. Therefore, only the questions relating to customer orientation, or that could be modified to focus on customer orientation, were utilized. For instance, an original question in the interfunctional coordination area was originally worded, "To what extent does your business firm engage in functions contributing to customer value?" This question was changed to read, "Our managers understand how everyone in our business can contribute to creating customer value." The resulting modified scale consisted of 12 items. A reliability analysis was conducted on the revised scale with the following results:

Item*	Mean	Std. Dev	Item-Total Correlation
MO 1	3.8079	.7453	.6873
MO 12	3.8087	1.0069	.6506
MO 13	3.8073	1.0332	.6602
MO 14	4.0190	.8836	.7447
MO15	4.0146	.8992	.7737
MO 2	3.9360	.8733	.7162
MO 3	3.9525	.8867	.7893
MO 4	4.0758	.8847	.7794
MO 6	4.1350	.8801	.7116
MO 7	4.1478	.8672	.7877
MO 8	4.0304	.9028	.7639
MO 9	<u>4.0523</u>	<u>.9357</u>	.7802

Scale 47.7873 8.6044

Alpha = .9419

* See Appendix A for the wording of each item

Self Evaluation

The self-evaluation scale was taken from Harris (2001) and consisted of five questions dealing with self-analysis of performance. The reliability analysis produced the following results:

<u>Item*</u>	<u>Mean</u>	<u>Std. Dev</u>	<u>Item-Total Correlation</u>
SP 1	4.2109	.7584	.7499
SP 2	4.2315	.7372	.8116
SP 3	4.1577	.7707	.7690
SP 4	4.2431	.7154	.7979
SP 5	<u>4.2340</u>	<u>.7276</u>	.8263

Scale 21.0773 3.2232

Alpha = .9187

* See Appendix A for wording of each question.

Supervisor Evaluation

Supervisor evaluation was measured with a 9-item scale. The first five items were identical to the questions in the self-evaluation scale. One question dealing with time management was added. Three questions were added dealing with the direct opinion of the supervisor in regard to the evaluated employee. The nine items relating to performance evaluation were analyzed and the following results obtained:

Item*	Mean	Std. Dev	Item-Total Correlation
EV 15	3.9624	.8538	.8982
EV 16	3.0740	.8388	.8957
EV 17	3.8275	.9061	.8609
EV 18	3.9320	.8895	.8967
EV 19	3.9390	.8559	.9233
EV 20	3.7406	.9251	.8442
EV 21	3.8341	.8855	.9068
EV 22	3.7994	1.0017	.9031
EV 23	<u>3.8227</u>	<u>.9405</u>	.9189

Scale 34.8316 7.4209

Alpha = .9759

* See Appendix A for wording of each question

Table 4

Means, Standard Deviations, and Pearson Correlations

	MEAN	STANDARD DEVIATION	ALPHA	MARKET ORIENTATION	ROLE CONFLICT	ORGANIZATIONAL COMMITMENT	SELF EVALUATION	SUPERVISOR EVALUATION
CUSTOMER ORIENTATION	4.186	0.580	0.886	.343** (.000)	-.130** (.001)	.477** (.000)	.418** (.000)	.042 (.270)
MARKET ORIENTATION	3.982	0.717	0.942		-.202** (.000)	.452** (.000)	.509** (.000)	.068 (.076)
ROLE CONFLICT	2.532	0.802	0.805			-.264** (.000)	-.132** (.001)	-.030 (.426)
ORGANIZATIONAL COMMITMENT	3.632	0.765	0.905				.422** (.000)	.116** (.002)
SELF EVALUATION	4.216	0.645	0.919					.097* (.011)
SUPERVISOR EVALUATION	3.870	0.825	0.976					

*correlation is significant at the 0.05 level (2-tailed)

**correlation is significant at the 0.01 level (2-tailed)

Model to Test H₁, H₅, and H₆, With Self-Evaluation as the Criterion Variable

H₁ – The positive influence of customer orientation on self-rated performance will be stronger when market orientation is high than when market orientation is low.

H₅ – Role conflict will exert a negative influence on service worker performance as evaluated by the worker and the supervisor.

H₆ – Organizational commitment will exert a positive influence on service worker performance as evaluated by the worker and the supervisor.

The model was tested by a series of regression equations. The first regression included self-evaluated performance as the dependent variable and all other variables in the model (see Chapter One) as predictors. This model allows a test of H₁, H₅, and H₆. The following table (Table 5) presents the results of this analysis.

Table 5

Model Results for Self-Evaluation With Moderation H₁, H₅, and H₆

Predictor Variable	F	R ²	Unstandardized Coefficients		Standardized Coefficients		
			B	Std. Error	Beta	t	p
Constant	71.176	.342	1.218	.757	--	1.608	.108
Customer Orientation			.285	.181	.256	1.573	.116
Market Orientation			.373	.197	.415	1.897	.058
Organizational Commitment			.131	.032	.155	4.049	.000
Role Conflict			.009	.026	.011	.353	.724
Market Orientation X Customer Orientation			-.011	.047	-.071	-.229	.919

Criterion Variable = Self-evaluated Performance
 Degrees of Freedom: Regression = 5, Residual = 685, Total = 690

As noted in Table 5, H₁ is not supported when self-evaluated performance is the dependent variable. The influence of customer orientation on self-rated performance was not contingent on the perceived degree of market orientation for the firm. Accordingly, the product term was removed from the model before testing H₅ and H₆ (See Table 6).

Table 6**Model Results for Self-Evaluation Without Moderation H₁, H₅, and H₆**

Predictor Variable	F	R ²	Unstandardized Coefficients		Standardized Coefficients		
			B	Std. Error	Beta	t	p
Constant	89.080	.342	1.386	.187	--	7.396	.000
Customer Orientation			.245	.040	.220	6.159	.000
Market Orientation			.329	.032	.366	10.338	.000
Organizational Commitment			.131	.032	.155	4.049	.000
Role Conflict			.009	.026	.012	.359	.720

Criterion Variable = Self-evaluated Performance
Degrees of Freedom: Regression = 4, Residual = 686, Total = 690

With respect to H₅, role conflict was found to be a non-significant predictor of self-rated performance. As noted later, role conflict is a significant predictor of organizational commitment, which in turn directly influences self-rated performance. Accordingly, it appears that the influence of role conflict on self-rated performance is fully mediated through organizational commitment. Thus, for self-evaluated performance, H₅ was not supported.

Hypothesis 6 proposed that organizational commitment would exert a positive influence on performance. As noted in Table 6, a significant positive relationship does exist between organizational commitment and performance. Therefore, H₆ was supported.

Model to Test H₁, H₅, and H₆, with Supervisor Evaluation as the Criterion Variable

H₁ – The positive influence of customer orientation on supervisor-rated performance will be stronger when market orientation is high than when market orientation is low.

H₅ – Role conflict will exert a negative influence on service worker performance as evaluated by the worker and the supervisor.

H₆ – Organizational commitment will exert a positive influence on service worker performance as evaluated by the worker and the supervisor.

The same series of regressions and analysis was repeated using supervisor-evaluated performance as the dependent variable. The following table (Table 7) presents the results:

Table 7
Model Results for Supervisor-Evaluation With Moderation H₁, H₅, and H₆

Predictor Variable			Unstandardized Coefficients		Standardized Coefficients		
	F	R ²	B	Std. Error	Beta	t	p
Constant	2.451	.026	6.747	1.178	--	5.727	.000
Customer Orientation			-.829	.282	-.583	-2.941	.003
Market Orientation			-.852	.306	-.741	-2.783	.006
Organizational Commitment			.118	.050	.110	2.355	.019
Role Conflict			.005	.040	.005	.130	.897
Market Orientation X Customer Orientation			2.11	.072	1.102	2.906	.004

Criterion Variable = Supervisor-evaluated Performance
Degrees of Freedom: Regression = 4, Residual = 686, Total = 690

In contrast with our findings when self-rated performance was the dependent variable, the influence of customer orientation on supervisor evaluations of performance differed depending upon the perceived degree of market orientation of the firm as judged by the employee, offer support for H1. To more closely examine the nature of the moderating influence of market orientation on the relationship between customer orientation and supervisor-rated performance, simple slope analysis was undertaken. Working with the regression equation from the table above, mean scores for role conflict and organizational commitment were inserted into the equation. Next, simple slopes for the relationship between customer orientation and supervisor-rated performance were calculated at two levels of market orientation, one representing a low level (3.265) and

one representing a high level (4.699). These arbitrary levels of market orientation were obtained by subtracting/adding one standard deviation from the mean level of market orientation. When market orientation was low, the slope representing the influence of customer orientation on supervisor-rated performance was equal to -0.140 . When market orientation was high, the slope was 0.162 . Thus, consistent with H1, the influence of customer orientation on supervisor-evaluated performance becomes more positive at higher levels of perceived market orientation.

Consistent with the results when self-rated performance was the criterion variable, the direct influence of role conflict on supervisor-rated performance was not statistically significant. Therefore, for supervisor-evaluated performance, H₅ was not supported. Finally, as predicted in H6, organizational commitment exerted a significant positive influence on performance.

Model to Test H₂

H₂ – The influence of customer orientation on role conflict will be positive at lower levels of market orientation and negative at higher levels of market orientation.

The relationship between customer orientation, market orientation and the moderation effect of market orientation on customer orientation as predictor variables on the criterion variable of role conflict was analyzed. As noted in Table 8 below (see panel a), the interaction term representing the moderating role of market orientation on the relationship between customer orientation and role conflict was not statistically significant (i.e., H₂ is not supported). Therefore, we revert back to a “main effects” model to examine the direct effects of customer orientation and market orientation on role conflict (see panel b of table).

Table 8

**Model Results for Role Conflict, H₂
(Panel a) Model (Role Conflict) With the Moderation Effect**

Predictor Variable	F	R ²	Unstandardized Coefficients		Standardized Coefficients		
			B	Std. Error	Beta	t	p
Constant	11.090	.046	2.748	1.124	--	2.444	.015
Customer Orientation			.141	.271	.102	.520	.603
Market Orientation			.059	.294	.053	.202	.840
Market Orientation X Customer Orientation			-.062	.070	-.333	-.891	.373

Criterion Variable = Role Conflict
Degrees of Freedom: Regression = 3, Residual = 687, Total = 690

(Panel b) Model (Role Conflict) Without the Moderation Effect

Predictor Variable	F	R ²	Unstandardized Coefficients		Standardized Coefficients		
			B	Std. Error	Beta	t	p
Constant	16.243	.045	3.727	.239	--	15.609	.000
Customer Orientation			-.095	.055	-.069	-1.737	.083
Market Orientation			-.200	.044	-.179	-4.503	.000

Criterion Variable = Role Conflict
Degrees of Freedom: Regression = 2, Residual = 688, Total = 690

Model to Test H₃ and H₄

H₃ – Customer orientation will exert a positive influence on service worker organizational commitment.

H₄ – Role conflict will exert a negative effect on service worker organizational commitment.

Two hypotheses were proposed regarding influences on organizational commitment. H₃ proposed that customer orientation will exert a positive influence on organizational commitment and H₄ states that role conflict will exert a negative influence. As shown in Table 9 below, both relationships were found to be significant, providing support for H₃ and H₄.

Table 9

Model Results for Organizational Commitment, H₃ and H₄

Predictor Variable	F	R ²	Unstandardized Coefficients		Standardized Coefficients		
			B	Std. Error	Beta	t	p
Constant	126.779	.269	1.641	.209	--	7.854	.000
Customer Orientation			.594	.043	.450	13.703	.000
Role Conflict			-.196	.031	-.206	-6.258	.000

Criterion Variable = Organizational Commitment
 Degrees of Freedom: Regression = 2, Residual = 688, Total = 690

Table 10

Summary of Hypothesis

		Self	Supervisor
H1	The positive influence of customer orientation on self and supervisor rated performance will be stronger when market orientation is high than when market orientation is low.	Not Supported	Supported
H2	The influence of customer orientation on role conflict will be positive at lower levels of market orientation and negative at higher levels of market orientation.	Not Supported	Not Supported
H3	Customer orientation will exert a positive influence on service worker organizational commitment.	Supported	Supported
H4	Role conflict will exert a negative effect on service worker organizational commitment.	Supported	Supported
H5	Role conflict will exert a negative influence on service worker performance as evaluated by the worker and the supervisor.	Not Supported	Not Supported
H6	Organizational commitment will exert a positive influence on service worker performance as evaluated by the worker and the supervisor.	Supported	Supported

CHAPTER V

DISCUSSIONS AND CONCLUSIONS

One of the primary purposes of this research was to continue investigating the notion of customer orientation as a personality trait. If service employees possess the personality trait of customer orientation, they will have an innate need to take care of their customer and they will find personal enjoyment in providing the service (Brown et al. 2002) (Donovan et al. 2004). Therefore, we would expect to find that when a service employee is customer oriented, customer-oriented behaviors will follow, and resulting evaluations of performance (self or supervisor) will be high.

The influence of customer orientation on performance can be enhanced or hampered by the environment or culture in which the employee operates. This dissertation examined the degree of perceived market orientation of the business unit in which the service employee works as a key environmental variable. If, in the perception of the service employee, market orientation of the business unit was high, or supportive, then we expected the influence of customer orientation on performance evaluations to be at its greatest, because the organizational culture reinforces the personality tendencies of the employee. In contrast, when market orientation was perceived to be low, we anticipated that the effect of customer orientation on performance ratings would be weaker.

The discussion of the results of these principals will be in four parts. First the research findings will be discussed. Next will be a discussion of the theoretical and

managerial implications derived from this study. Third, limitations of the study will be discussed. Finally, recommendations for future research are proposed.

Findings – Customer Orientation, Market Orientation and Their Interaction

Customer orientation was found to be important. Employees and supervisors both recognized the importance of customer orientation. However, the results of this study did produce a different pattern of results, depending upon who was providing performance evaluations (i.e., employees or supervisors).

From the service employee's perspective, it seems that they understand the value of being customer oriented, evidenced by a significant direct influence of customer orientation on employees' self-evaluations. Interestingly, it appears that the employees placed inherent value on customer-oriented performance, because the influence of customer orientation on self-rated performance was not contingent on their perceptions of the market orientation of the business unit.

A possible explanation, from the service workers perspective, is that they value their customer-oriented behaviors regardless of the situation. This position will produce a consistent main effect of customer orientation on self-rated performance perceptions that are not influenced by the degree of market orientation present in the situation. Even if the market orientation of the business unit kept customer-oriented service workers from performing at their highest customer-oriented levels (from the service workers perception), it is conceivable that the workers would compensate by evaluating their own performance even higher, in an effort to compensate for the perceived lack of market orientation in the business unit. The employee is likely to take a self-evaluated position

that they did an exceptionally good job of customer orientation whether the situation was supportive or not.

A different pattern of results emerged for supervisor ratings of service worker performance. Consistent with predictions, the influence of customer orientation on performance becomes more positive at higher levels of perceived market orientation. In other words, the higher the employee perceives the market orientation of the business unit in which they are employed, the higher the influence of customer orientation on performance as evaluated by the supervisor. Indeed, at lower levels of perceived market orientation, it appeared that supervisors reacted negatively to increases in customer orientation. Thus, it seems that employees in low market orientation organizations perceived a non-customer-oriented environment, a perception subsequently reinforced by their supervisors, who tended to grant higher evaluations to employees with lower levels of customer orientation.

Possibly the supervisor approaches the performance of the service employee from a pure mechanical or training perspective. The implication would be that being successful or unsuccessful as a service employee is a matter of training and standardization, not one of personality. The same assumption could apply to the supervisor's perception of the market orientation of the business unit. Market orientation focuses on efficiency, rote mechanical actions that facilitate service to the customer, and does not consider the personal aspects of the relational exchange between the service provider and the customer. However, the effective supervisor does realize that while each process may tend to stand alone in function, they must interact for the overall performance of the business unit to be satisfactory.

Findings - Role Conflict

Role conflict represents conflict between the focal person's standards or values and the defined role behavior. For the service workers in this study, higher levels of customer orientation led to lower levels of role conflict. Conceptually, this makes sense: service workers occupy position in which satisfying customer needs is paramount. To the extent that a worker's internal disposition to meet customer needs (i.e., customer orientation) increases, there is greater consistency between the person and the role, thereby reducing role conflict. In addition, because role conflict fosters frustration, role conflict was expected to be negatively related to organizational commitment. This, in fact, was the primary outcome of role conflict uncovered in the data.

Role conflict also had a direct effect on self-rated performance (the influence of role conflict on supervisor-evaluated performance was fully mediated through organizational commitment). Thus, service workers likely understand that role conflict impedes performance. The results may differ for supervisor-evaluated performance because supervisors cannot directly observe service workers' internal role conflict.

Results - Organizational Commitment

This dissertation identified the significance which organizational commitment plays in a service environment. Regardless of the performance evaluation variable, (self or supervisor) and regardless of the other variables entered into the regression models, organizational commitment always remained a significant predictor. These findings are consistent with Mowday et al. (1979) and their definition of organizational commitment

as the relative strength of an individual's *identification with* and *involvement in* a particular organization.

A finding that was not predicted was the role organizational commitment plays in mediating the effect of role conflict on performance. Mathieu and Zajac (1990) identified role conflict as an antecedent to organizational commitment, which would be consistent with the findings of this study. This relationship should be explored in future research.

Theoretical and Managerial Implications

Theoretical – One important empirical article that underpinned this project was Siguaw, Brown and Widing (1994). Their results supported a direct influence of market orientation on customer orientation. This dissertation investigated a different relationship between customer orientation and market orientation. Market orientation was modeled as a moderator on the relationship between customer orientation and performance, arguing that market orientation is an important aspect of the situational environment of a service worker.

The results of this research were mixed based on the criterion variable of self versus supervisor-evaluated performance. However, it extends existing research by exploring the influence of market orientation as a representation of the culture of a business and its influence on the performance of a customer oriented employee. The results when supervisor evaluations of performance were the dependent variable clearly indicated that a person (i.e., customer orientation) by situation (i.e., market orientation) interaction was in operation. This result is consistent with other recently reported results

(i.e., Donovan et al. 2004) reporting that customer orientation, as a personality variable, interacts with situational elements to influence important outcomes for service workers.

Managerial - The impact contact employees have on a firm's ultimate success makes hiring decisions critical to a firm's ability to remain competitive (Donovan 2000). Service contact employees have been credited with influencing such factors as customer satisfaction (Bitner, Booms and Tetreault 1990), customer retention (Rust and Zahorik 1993) and customer evaluations of service (Parasuraman et al. 1985, 1988).

“Personality is probably the most important factor, when it is not the only factor, in making a hiring decision for almost any service job” (Fromm and Schlesinger 1993 p. 33). Firms may train employees in the art of providing superior service. However, if an employee does not possess the personality trait of customer orientation, training alone will not overcome this missing variable.

This dissertation supports the position that hiring customer-oriented employees will positively impact the customer experience. While no single pre-employment screening mechanism will help select the correct employee every time, the results of the customer orientation scale used as a screening instrument will enhance the employer's chance for success in the hiring process.

The twelve question, two-dimension, customer orientation scale may provide an employer a guide for hiring. Further validation and the establishment of norms are necessary before employing the measure of customer orientation as a screening tool for employment.

A significant finding of this study is that service workers view things differently than their supervisors. Employers need to recognize these differences and address them

before they impact performance. Employers must understand the importance of the service employee in the exchange with the customer. If a negative state exists, the service employee will convey this to the customer and directly affect satisfaction, customer evaluation and retentions of customers.

Limitations

Forty-one stores in seventeen states were surveyed. Every possible step was undertaken to insure the integrity of the process. A script was prepared for each Store Manager. An instructional video was provided to introduce the employees to the nature and purpose of the survey. Each survey was issued to the respondent in a separate envelope and returned in separate sealed envelopes to insure confidentiality. One limitation was that no member of the research team was present to explain the intent of the study, give instructions, answer questions, etc. The ideal situation would have been to have a member of the research team physically present at each location.

Another significant limitation was the length of the survey instrument. Every attempt was made to remove response bias however, due to the length of the survey, respondents may have answered questions without actually reading the questions. Additionally the length of the survey could account for the number of surveys not returned or returned blank. As with many studies in our field, this study was cross-sectional in nature potentially raising the issue of common method variance. However, the finding of a significant moderation effect in predicted directions, as well as a strong theoretical basis for the hypothesis, should mitigate this concern.

Finally, although the number of participating stores was significant and the sample size was large, the survey was conducted in a single service setting. The model represents service employee relationships that should be present in any customer contact environment and should be tested accordingly, to gauge the generalizability of the results.

Future Research

The results clearly indicate that customer orientation has an impact on the performance of a service employee as gauged by both employee and supervisor. Additional research should be conducted to explore other factors that might influence this relationship.

Future research should include the customer's perception of both the individual service employee's performance and the culture or environment of the business unit. Customer input should be collected and used as a variable in the analysis of the moderation effect between the market orientation of the business and the customer orientation of the employee. Attempts should be made to match the customers response to a particular employee so that further analysis could be explored between the employees perception of their own customer orientation and self-evaluated performance as compared to the customers evaluation.

Following this line of future analysis, the manager's perception should be explored. Each manager involved in this study completed the same questionnaire as the employee. However due to the fact that the manager's supervisor was not required to complete an evaluation of the manager, a matching of the employee perceptions (in this case, the employee being the manager) and the supervisors evaluation was not possible.

Demographics were not considered in this analysis. Future research in the service environment might include such latent variables as gender and age.

Finally, due to the mixed results when the moderation effect was introduced into the model, future research should explore the cause of the difference between self and supervisor perception of performance.

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APPENDIXES

Appendix A

Customer Orientation

Adapted from:
Brown et al. (2002)

Customer Orientation of the Employee

	Strongly Disagree			Strongly Agree	
Enjoyment					
I find it easy to smile at each of my customers	1	2	3	4	5
I enjoy remembering my customers' names	1	2	3	4	5
It comes naturally for me to have empathy for my customers	1	2	3	4	5
I enjoy responding quickly to my customers' requests	1	2	3	4	5
I get satisfaction from making my customer happy	1	2	3	4	5
I really enjoy serving my customers	1	2	3	4	5
Needs					
I try to help my customers achieve their goals	1	2	3	4	5
I achieve my own goals by satisfying customers	1	2	3	4	5
I take a problem solving approach with my customers	1	2	3	4	5
I am able to answer a customer's questions correctly	1	2	3	4	5
I get customers to talk about their service needs with me	1	2	3	4	5
I keep the best interests of my customers in mind	1	2	3	4	5

Market Orientation

Adapted from:
Narver & Slater (1990)

To what extent do your Garfield's managers engage in the following practices? Please respond to each statement in the following manner:

Strongly disagree = 1 2 3 4 5 = Strongly agree

Our managers.....

- ...constantly check to make sure that store policies and procedures don't cause problems for customers
- ...constantly check to make sure that the employees are trying their best to satisfy customers
- ...think about the customer's point of view when making big decisions
- ...really want to give good value to our customers

- ...plan to keep our store ahead of our competitors by understanding the needs of our customers
- ...have focused the business objectives around customer satisfaction
- ...assess customer satisfaction regularly
- ...pay close attention to our customers after their orders have been delivered
- ...really care about customers, even after their orders have been delivered
- ...regularly share information with us about competing restaurants

- ...regularly discuss competitors' strengths and strategies
- ...regularly talk to our customers
- ...want to hear about successful and unsuccessful customer experiences
- ...have organized our store to serve the needs of our customers
- ...understand how everyone in our business can contribute to creating customer value
- ...share resources (information, products, etc) with other stores
- ...talk to managers of other stores to get ideas about serving customers

Role Conflict

Adapted from:

Rizzo, House, and Lirtzman (1970)

Role Conflict	Strongly Disagree		Strongly Agree		
At work, I have to do things one way when they should be done a different way	1	2	3	4	5
I am told what to do, but not given the help to get it done	1	2	3	4	5
I sometimes have to break company rules to get my job done	1	2	3	4	5
I work with two or more people who do their job differently than I do	1	2	3	4	5
I receive different orders from different managers	1	2	3	4	5
I do things that will be accepted by one person and not accepted by another	1	2	3	4	5
I am told what to do without adequate resources and materials to carry it out	1	2	3	4	5
I work on unnecessary things	1	2	3	4	5

Organizational Commitment

Adapted from:

Mowday, Steers and Porter 1979

	<u>Strongly Disagree</u>				<u>Strongly Agree</u>
1. I am willing to put in great deal of effort beyond that normally expected in order to help this store be successful.	1	2	3	4	5
2. I talk up this store to my friends as a great place to work.	1	2	3	4	5
3. I would accept almost any type of job in order to keep working for this store.	1	2	3	4	5
4. I find that my values and the stores values are very similar.	1	2	3	4	5
5. I am proud to tell others that I am a part of this store.	1	2	3	4	5
6. This store really inspires the very best in the way of my job performance.	1	2	3	4	5
7. I really care about what happens to this store.	1	2	3	4	5
8. For me, this is the best of all possible stores to work for.	1	2	3	4	5
9. I am very committed to this store.	1	2	3	4	5

Self-rated Performance Evaluation

Adapted from:
Harris 2001

Please rate your own performance on the job by circling a number on each scale. Please remember that all your answers are confidential. There is no way for management to identify you in the survey.

	<u>Among the Worst In the Company</u>			<u>Among the Best In the Company</u>	
Quality of performance in meeting customers needs	1	2	3	4	5
Quality of performance in satisfying customers	1	2	3	4	5
Overall amount of work performed	1	2	3	4	5
Overall quality of work performed	1	2	3	4	5
Overall job performance	1	2	3	4	5

Appendix B

Employee Motivation Survey

Dear Garfield's Employee,

We need your help on a study that is being conducted by Oklahoma State University and Eateries Inc. Please take a few minutes to complete this survey. For most people, the survey takes from 15 to 20 minutes to complete. We realize that the survey is long and may seem repetitious, but please try to do your best.

Your input is very important to us, and we appreciate your cooperation.

When you have completed the survey, seal it in the envelope we've provided.

Please note that as part of the study, your manager will evaluate your performance on the job. In addition, you will be asked how satisfied you are with your manager. In order to match your responses to those of your manager, we need to know your name and your manager's name (see below).



YOUR PARTICIPATION IS VOLUNTARY.

IF YOU CHOOSE NOT TO PARTICIPATE, SIMPLY WAIT UNTIL OTHERS HAVE COMPLETED THE SURVEY, FOLD THE QUESTIONNAIRE AND SEAL IT IN THE ENVELOPE. YOUR RESPONSES WILL BE KEPT COMPLETELY CONFIDENTIAL—NO ONE AT YOUR GARFIELD'S LOCATION OR AT EATERIES INC., CORPORATE HEADQUARTERS WILL BE ABLE TO CONNECT YOUR INDIVIDUAL RESPONSES TO YOU.

The information obtained in this study will be held in confidence, and we ask that you read the following statements carefully:

- No one from your company will ever see your survey
- Results will be tabulated so that no names are included
- After coding the data, all surveys will be destroyed

By printing your name below, you indicate that you understand the study and give us permission to code your responses.

Your name: Signature: _____

Printed Name: _____

Please Print Your Manager's Name: _____

Thank you for your participation in this study.

Cordially,

Jerry W. Grizzle
Oklahoma State University

NOTE: This study has been approved by the Institutional Review Board (IRB) at OSU. Any questions regarding this study should be directed to: Jerry W. Grizzle (405) 341-0854 or Sharon Bacher, IRB Executive Secretary, 203 Whitehurst, OSU, Stillwater, OK 74078, (405) 744-5700.

Directions: There are no right or wrong answers. Because no one but the researchers will see your specific answers, please provide candid responses to all questions. There is no need to try to provide answers that you think will make you or others look better. Just give your first reaction to each item.

PART I. Please provide the following demographic information.

1. Age: _____ years 2. Gender: _____ male _____ female
 3. How long have you worked for Garfield's? _____ years and _____ months
 4. How long have you worked at this Garfield's? _____ years and _____ months
 5. Job title: _____
 6. Circle the percentage of your time on the job that you spend in contact with customers:
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
 7. Approximately what percentage of your earnings on this job come from tips?
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
 8. What portion of your time are you interacting with your manager?
0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
 9. On average, how many hours per week do you work for Garfield's? _____ hours
 10. How many more months and years do you expect to continue working at this Garfield's location?
_____ years and _____ months
 11. How likely is it that you will still be working at this Garfield's store 12 months from now?
very unlikely 1 2 3 4 5 6 7 very likely
 10. What are the last six digits of your social security number? _____
 11. What is your store number? _____
-

PART II. This section focuses on you and your job. Please indicate the extent to which you agree or disagree with each of the statements.

	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
I find it easy to smile at each of my customers	1	2	3	4	5
I enjoy remembering my customers' names	1	2	3	4	5
It comes naturally for me to have empathy for my customers	1	2	3	4	5
I enjoy responding quickly to my customers' requests	1	2	3	4	5
I get satisfaction from making my customers happy	1	2	3	4	5
I really enjoy serving my customers	1	2	3	4	5
I try to help customers achieve their goals	1	2	3	4	5
I achieve my own goals by satisfying customers	1	2	3	4	5
I take a problem-solving approach with my customers	1	2	3	4	5
I am able to answer a customer's questions correctly	1	2	3	4	5
I get customers to talk about their service needs with me	1	2	3	4	5
I keep the best interests of the customer in mind	1	2	3	4	5
At work, I have to do things one way when they should be done a different way	1	2	3	4	5
I am told what to do, but not given the help needed to get it done	1	2	3	4	5
I sometimes have to break company rules to get my job done	1	2	3	4	5
I work with two or more people who do their job differently than I do	1	2	3	4	5
I receive different orders from different managers	1	2	3	4	5
I do things that will be accepted by one person and not accepted by another	1	2	3	4	5
I am told what to do without adequate resources and materials to carry it out	1	2	3	4	5
I work on unnecessary things	1	2	3	4	5
My skills and abilities perfectly match what my job demands	1	2	3	4	5
My personal likes and dislikes match perfectly what my job demands	1	2	3	4	5
There is a good fit between my job and me	1	2	3	4	5
I am satisfied with the variety of activities my job offers	1	2	3	4	5
I am satisfied with the freedom I have to do what I want on my job	1	2	3	4	5
I am satisfied with the opportunities my job provides me to interact with others	1	2	3	4	5
My job has enough opportunity for me to think for myself	1	2	3	4	5
I am satisfied with the opportunities my job gives me to complete tasks from beginning to end	1	2	3	4	5
I am satisfied with the pay I receive on my job	1	2	3	4	5
I am satisfied with the security my job provides me	1	2	3	4	5
I am satisfied with the information I receive from my manager about my job performance	1	2	3	4	5
I receive enough feedback from my manager on how well I am doing	1	2	3	4	5
I am satisfied with the degree of respect and fair treatment I receive from my manager	1	2	3	4	5
I am satisfied with the amount of support and guidance I receive from my manager	1	2	3	4	5
I am very satisfied with the overall quality of supervision I receive from my manager	1	2	3	4	5

PART III. How close a match is there between you and your Garfield's store?

(1) Consider your own personal identity – the most important basic attributes that define who you really are – and circle the number that best represents the level of overlap between your personal identity and the identity of your Garfield's store. CIRCLE only one number on the following scale.

far apart	close together but separate	very small overlap	small overlap	moderate overlap	large overlap	very large overlap	complete overlap
1	2	3	4	5	6	7	8

(2) Please indicate the degree to which your self-image overlaps with your firm's image:

not at all	1	2	3	4	5	6	7	very much
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(3) To what extent do you agree with the following statement: *"The values and goals of my firm completely overlap with my own personal values and goals."*

strongly disagree	1	2	3	4	5	6	7	strongly agree
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PART IV. Please indicate the extent to which you agree or disagree with each of these statements.

	Strongly Disagree	1	2	3	4	Strongly Agree
I am willing to put in a great deal of effort beyond that normally expected in order to help this store be successful	1	2	3	4	5	
I talk up this store to my friends as a great place to work	1	2	3	4	5	
I would accept almost any type of job in order to keep working for this store	1	2	3	4	5	
I find that my values and the store's values are very similar	1	2	3	4	5	
I am proud to tell others that I am a part of this store	1	2	3	4	5	
This store really inspires the very best in the way of my job performance	1	2	3	4	5	
I really care about what happens to this store	1	2	3	4	5	
For me, this is the best of all possible stores to work for	1	2	3	4	5	
I am very committed to my store	1	2	3	4	5	
My relationship with the store is very important to me	1	2	3	4	5	
My relationship with the store is of very little significance to me	1	2	3	4	5	
I intend to maintain my employment relationship with this store indefinitely	1	2	3	4	5	
Working for this store is very much like being in a family	1	2	3	4	5	
Being able to stay with this store is something I really care about	1	2	3	4	5	
My relationship with this store deserves my maximum effort to maintain	1	2	3	4	5	
I find my work very satisfying	1	2	3	4	5	
I feel that I am really doing something worthwhile in my job	1	2	3	4	5	
My work is challenging	1	2	3	4	5	
My job is very interesting	1	2	3	4	5	
My work gives me a sense of accomplishment	1	2	3	4	5	

Part IV. Cont'd

	Strongly Disagree			Strongly Agree	
I work hard to increase my productivity on the job	1	2	3	4	5
I enjoy using time wisely on the job	1	2	3	4	5
I pride myself on being very productive in my job activities	1	2	3	4	5
I hate to waste time on the job	1	2	3	4	5
On the job I put every minute into maximizing performance	1	2	3	4	5
On the job I follow the old adage "time is money"	1	2	3	4	5
Job productivity is especially important to me	1	2	3	4	5
Being productive on the job is enjoyable	1	2	3	4	5
Staying productive on the job is fun to me	1	2	3	4	5
It is important for me to be very productive with my time on the job	1	2	3	4	5
I like to remain productive throughout my work day	1	2	3	4	5
Remaining productive on the job makes me feel good	1	2	3	4	5
I help orient new employees even though it is not required	1	2	3	4	5
I always lend a helping hand to others on the job	1	2	3	4	5
I willingly give time to help other employees	1	2	3	4	5
I feel certain about how much authority I have	1	2	3	4	5
I have clear, planned goals and objectives for my job	1	2	3	4	5
I know that I have divided my time properly	1	2	3	4	5
I know what my responsibilities are	1	2	3	4	5
I know exactly what is expected of me	1	2	3	4	5
Explanation is clear of what has to be done	1	2	3	4	5
I enjoy working in situations involving competition with others	1	2	3	4	5
It is important to me to perform better than others on a task	1	2	3	4	5
I feel that winning is important in both work and games	1	2	3	4	5
I try harder when I am in competition with other people	1	2	3	4	5
My manager frequently compares my performance with that of other workers	1	2	3	4	5

PART V. Please indicate the extent to which you agree or disagree with each of these statements.

	Strongly Disagree			Strongly Agree	
When doing a job, I am very clever and enterprising	1	2	3	4	5
I can make things happen in the face of scarce resources	1	2	3	4	5
I am very resourceful in finding new ways to reach goals	1	2	3	4	5
When doing a job, I am a very resourceful person	1	2	3	4	5
The amount of recognition you get at this store depends on how your performance compares with that of other workers	1	2	3	4	5
Everybody is concerned with being the best worker at the store	1	2	3	4	5
My coworkers frequently compare their performance with mine	1	2	3	4	5
I feel dismayed by the actions of the store manager	1	2	3	4	5
I feel burned out from trying to meet the store manager's expectations	1	2	3	4	5
I feel I am becoming less sympathetic toward the store manager.	1	2	3	4	5
I feel left out by the store manager	1	2	3	4	5
Working with customers is really a strain for me	1	2	3	4	5
I feel I am working too hard for my customers	1	2	3	4	5

Part V. Cont'd

	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
I find myself not caring about some of my customers					
I come back from defeats more easily than others	1	2	3	4	5
Other people recognize that I am a resilient person	1	2	3	4	5
I enjoy being known as dogged and determined	1	2	3	4	5
I am able to use my failures to spur me to success	1	2	3	4	5
I enjoy overcoming obstacles to reach goals	1	2	3	4	5
For me, failure just makes me try harder	1	2	3	4	5
Anything I do, I give 110 percent	1	2	3	4	5
People view me to be a highly motivated person	1	2	3	4	5
I enjoy giving everything I have to the tasks that I do	1	2	3	4	5
I am more motivated than others in virtually everything	1	2	3	4	5
I enjoy taking the lead in organizations	1	2	3	4	5
I am more frequently a leader, rather than a follower	1	2	3	4	5
It is important to me to take on leadership roles	1	2	3	4	5
Being a leader is part of my self concept	1	2	3	4	5
I have held more leadership positions than others	1	2	3	4	5
I really enjoy the challenge of motivating groups of people	1	2	3	4	5

PART VI. To what extent do your Garfield's managers engage in the following practices?

Our managers:	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
... constantly check to make sure that store policies and procedures don't cause problems for customers	1	2	3	4	5
... constantly check to make sure that the employees are trying their best to satisfy customers	1	2	3	4	5
... think about the customer's point of view when making big decisions	1	2	3	4	5
... really want to give good value to our customers	1	2	3	4	5
... plan to keep our store ahead of our competitors by understanding the needs of our customers	1	2	3	4	5
... have focused the store's business objectives around customer satisfaction	1	2	3	4	5
... assess customer satisfaction regularly	1	2	3	4	5
... pay close attention to our customers after their orders have been delivered	1	2	3	4	5
... really care about customers, even after their orders have been delivered	1	2	3	4	5
... regularly share information with us about competing restaurants	1	2	3	4	5
... regularly discuss competitors' strengths and strategies	1	2	3	4	5
... regularly talk to our customers	1	2	3	4	5
... want to hear about successful and unsuccessful customer experiences	1	2	3	4	5
... have organized our store to serve the needs of our customers	1	2	3	4	5
... understand how everyone in our business can contribute to creating customer value	1	2	3	4	5
... share resources (information, products, etc) with other stores	1	2	3	4	5
... talk to managers of other stores to get ideas about better serving customers	1	2	3	4	5

PART VII. *In this section, PLEASE RATE YOUR OWN PERFORMANCE on the job by circling a number on each scale. Please remember that all your answers are anonymous. There is no way for management to identify you in the survey.*

	<u>Among the Worst in the company</u>			<u>Among the Best in the company</u>	
Quality of performance in meeting customer needs	1	2	3	4	5
Quality of performance in satisfying customers	1	2	3	4	5
Overall amount of work performed	1	2	3	4	5
Overall quality of work performed	1	2	3	4	5
Overall job performance	1	2	3	4	5

How satisfied are you with your overall job? very dissatisfied 1 2 3 4 5 very satisfied

PART VIII. *In this section, PLEASE PROVIDE AN OVERALL RATING OF THE GARFIELD'S WHERE YOU WORK. Base your answers on your personal experiences, what others have told you, and what you believe to be true. Remember, your answers will remain confidential. No one at your company will see your responses.*

Negative	1	2	3	4	5	Positive
Unfavorable	1	2	3	4	5	Favorable
Bad	1	2	3	4	5	Good

***Thank you for your cooperation. We truly appreciate your time and effort.
Please seal the questionnaire in the envelope provided.***

Appendix C

Associate: _____ (Print)

Associate ID #: _____ **Store ID#:** _____

Guidance: Think about the above employee when you are completing the questions. Simply use the list of activities to describe the employee as accurately as possible. Describe him/her as you generally see him/her at the present time. Beside each activity, please circle the number indicating how accurately that activity describes him/her, using the following rating scale:

Please rate the associate on the following:	<u>Never</u>				<u>Always</u>
Smiles at the customer	1	2	3	4	5
Remembers customers' names	1	2	3	4	5
Naturally understands the needs of the customer	1	2	3	4	5
Enjoys responding quickly to customers' requests	1	2	3	4	5
Gets satisfaction from making customers' happy	1	2	3	4	5
Enjoys serving customers	1	2	3	4	5
Tries to satisfy customers	1	2	3	4	5
Achieve their goals by satisfying customers	1	2	3	4	5
Takes a problem solving approach with customers	1	2	3	4	5
Able to answer a customer's questions correctly	1	2	3	4	5
Tries to get customers to discuss their needs	1	2	3	4	5
Gives courteous service to customers	1	2	3	4	5
Resolves customer problems efficiently	1	2	3	4	5
Is empathetic to customers	1	2	3	4	5

Evaluate the employee's performance on the job:	<u>Among the Worst in the Company</u>			<u>Among the Worst in the Company</u>	
Quality of performance in meeting customer needs	1	2	3	4	5
Quality of performance in satisfying customers	1	2	3	4	5
Overall quantity of work performed	1	2	3	4	5
Overall quality of work performed	1	2	3	4	5
Overall job performance	1	2	3	4	5
Quality of performance regarding management of time	1	2	3	4	5

In your opinion, this employee:	<u>Strongly Disagree</u>			<u>Strongly Agree</u>	
Performs their job the way you like to see it performed	1	2	3	4	5
Is one of the stores most valuable employees	1	2	3	4	5
All things considered, this employee is outstanding	1	2	3	4	5

Appendix D

Manager Letter of Instruction

TO: Garfield's Store Manager
FROM: Jerry W. Grizzle
Re: Survey

Allow me to begin by thanking you for participating in my survey. Your assistance will allow me to complete the requirements for my Doctorate degree in Marketing from Oklahoma State University.

Listed below are the steps required to conduct the actual survey at your store. If you have any questions please call me at 405-203-0755.

1. Call the meeting to order and explain that Eateries Inc., and all Garfield's stores are participating in the survey. The information gained from the survey will assist you the store manager in hiring service people that have the personality trait I call customer orientation. In addition it will assist you in determining if your store is supporting the service employee by having a positive climate that I call the market orientation of your store.
2. Show the short video that will explain in further detail what the purpose of the survey is and how to complete the survey.
3. After the video, ask for an employee to be responsible for handing out the survey's to their fellow employees and for taking them up when completed.
4. Each survey has an individual envelope attached. The employee will complete the survey and put it in the envelope and seal it. They will hand it to the assistant who will put all of the individual surveys into a self address, pre-paid postage mailer and send them directly to me.
5. While the employees are completing their surveys, you will go into your office and do two things. First you will complete the same survey as the employees. Second you will fill out a one page evaluation sheet of every employee that completes a survey. When you are finished, you will put all of the evaluations and your own survey into separate self addresses, pre-paid postage mailer and mail directly to me.
6. The key points to stress to the employees are:
 - a. Their participation is voluntary. If they chose not to participate, they should just put their blank survey in the envelope and turn it in.

- b. No member of management, not at the store or the corporate office will ever see their answers.
- c. All results will be reported in the aggregate. For instance, I would report that 60% of the employees of your store answered a question a certain way.

Let me close by thanking you again for your help. I have worked for over 25 years in the food service industry. I have known your Chairman, Vince Orza for about the same length of time. Vince has been very kind to allow me to conduct this survey so I can complete my degree.

One final point, I know that you are held accountable for your food and labor cost. I have agreed to reimburse each store for the labor spent to complete the survey. The survey should only take about 20 minutes to complete. The entire process from calling the meeting, completing the survey and preparing them to mail will take no more than 30 minutes.

Again, if you have any questions, do not hesitate to call me before you start the process.

Thank you,

Jerry Grizzle

Appendix E

Video Script

HELLO.

MY NAME IS JERRY GRIZZLE. I AM PART OF A RESEARCH TEAM FROM OKLAHOMA STATE UNIVERSITY IN STILLWATER, OKLAHOMA. WE ARE WORKING WITH YOUR PARENT CORPORATION, EATERIES, INC., TO CONDUCT A STUDY THAT WILL HELP EATERIES AND PARTICULARLY, THE GARFIELDS CONCEPT, PROVIDE BETTER SERVICE FOR THEIR CUSTOMERS.

YOU REPRESENT THE SERVICE PROVIDERS FOR YOUR STORE AND FOR THE CORPORATION AND THEREFORE YOUR PARTICIPATION IN THE STUDY IS VERY IMPORTANT.

THE STUDY IS DESIGNED TO TAKE APPROXIMATELY 20 MINUTES OF YOUR TIME. THIS IS STRICTLY A VOLUNTARY STUDY. YOU ARE NOT REQUIRED TO PARTICIPATE. HOWEVER, I HOPE THAT YOU WILL—HERE ARE SOME THINGS TO CONSIDER:

FIRST, NO MEMBER OF THIS STORE OR THE EATERIES CORPORATE OFFICE WILL EVER SEE YOUR PARTICULAR ANSWERS. THEY WILL BE HELD IN

THE STRICTEST CONFIDENCE AND WILL ONLY BE SEEN BY THE RESEARCHERS AND THEIR DATA ENTRY OPERATORS.

SECOND, WHEN WE REPORT RESULTS BACK TO EATERIES INC., WE WILL ONLY REPORT OUR FINDINGS IN THE “AGGREGATE.” THAT MEANS THAT WE WON’T REPORT INDIVIDUAL SCORES OR ANSWERS – INSTEAD, WE WILL REPORT RESULTS AT THE STORE LEVEL ONLY. FOR INSTANCE, WE MIGHT REPORT THAT 50% OF THE PARTICIPANTS AT A PARTICULAR STORE ANSWERED IN A CERTAIN WAY -- OR WE MIGHT REPORT THE AVERAGE SCORE ON SOME RATING SCALE. AGAIN, YOUR ANSWERS CANNOT BE TRACED TO YOU.

THIRD, ON THE SURVEY WE SIMPLY ASK QUESTIONS AND WANT HONEST ANSWERS. THERE ARE NO RIGHT OR WRONG ANSWERS. THE STUDY HAS BEEN CLASSIFIED AS “NO RISK” BECAUSE WE WILL NOT MANIPULATE YOU OR ATTEMPT TO INFLUENCE YOUR ANSWERS IN ANY WAY. WITH THESE THINGS IN MIND, I HOPE THAT YOU WILL CHOOSE TO PARTICIPATE.

I WOULD LIKE TO EXPLAIN THE PROCEDURES WE WILL FOLLOW TO CONDUCT THIS STUDY. AT THE CONCLUSION OF THIS VIDEO, YOUR STORE MANAGER WILL ASK FOR A VOLUNTEER TO HAND OUT THE SURVEYS AND THEN COLLECT THEM WHEN YOU ARE FINISHED. THE STORE MANAGER WILL HAND A SEALED ENVELOPE TO THE VOLUNTEER. INSIDE THE

ENVELOPE WILL BE THE INDIVIDUAL SURVEYS FOR YOU TO COMPLETE. ATTACHED TO EACH SURVEY WILL BE AN ENVELOPE. ONCE YOU COMPLETE THE SURVEY, SIMPLY PLACE IT IN THE ENVELOPE, SEAL IT AND HAND IT TO THE VOLUNTEER. THE VOLUNTEER WILL PLACE ALL OF THE INDIVIDUALLY SEALED SURVEYS INTO A PRE-ADDRESSED, PRE-STAMPED ENVELOPE AND RETURN ALL OF THEM DIRECTLY TO OKLAHOMA STATE UNIVERSITY. THIS PROCESS INSURES THAT YOUR ANSWERS WILL NEVER BE SEEN BY A MEMBER OF MANAGEMENT AT THIS STORE OR AT THE CORPORATE OFFICE. THIS IS IMPORTANT FOR YOU TO UNDERSTAND BECAUSE WE WANT YOUR HONEST ANSWERS TO THE QUESTIONS. IF YOU DECIDE NOT TO PARTICIPATE, SIMPLY PLACE THE BLANK SURVEY IN THE ATTACHED ENVELOPE AND RETURN IT TO THE VOLUNTEER.

WHILE YOU ARE COMPLETING YOUR INDIVIDUAL SURVEYS, THE STORE MANAGER WILL GO TO HIS OR HER OFFICE AND DO TWO THINGS. FIRST HE OR SHE WILL COMPLETE THE SAME SURVEY YOU ARE COMPLETING. SECOND, HE OR SHE WILL COMPLETE A ONE-PAGE PERFORMANCE EVALUATION ON EACH EMPLOYEE AT THIS STORE. THE STORE MANAGER WILL PLACE THE SURVEY AND THE PERFORMANCE EVALUATIONS IN A SEPARATE ENVELOPE, AND MAIL IT TO US AT OKLAHOMA STATE UNIVERSITY.

PLEASE ALLOW ME TO QUICKLY REPEAT THAT NO ONE HERE OR AT THE CORPORATE OFFICE WILL SEE YOUR ANSWERS. NO ONE HERE OR AT THE CORPORATE OFFICE WILL SEE THE PERFORMANCE EVALUATION FILLED OUT BY YOUR MANAGER. THE ONLY PERSON TO EVER SEE YOUR INDIVIDUAL ANSWERS WILL BE THE RESEARCH TEAM AND OUR DATA ENTRY OPERATORS. THE SURVEY REPRESENTS A “NO RISK” OPPORTUNITY FOR YOU TO EXPRESS YOUR OPINION.

YOUR EMPLOYER ALONG WITH THE RESEARCH TEAM BELIEVE THAT THE RESULTS FROM THIS SURVEY WILL HELP GARFIELDS OFFER BETTER SERVICE TO THEIR CUSTOMERS AND A POSITIVE WORKING ENVIRONMENT FOR YOU THE EMPLOYEE.

LET ME CLOSE BY LEAVING TWO PIECES OF INFORMATION WITH YOU. FIRST I THINK IT IS IMPORTANT FOR YOU TO KNOW THAT NO MEMBER OF THE RESEARCH TEAM IS AN EMPLOYEE OR STOCKHOLDER OF EATERIES INC., OR ANY OF ITS OPERATING COMPANIES. FINALLY IF YOU HAVE ANY QUESTIONS OR WANT TO TALK TO ME PERSONALLY, YOU CAN CALL ME AT 405-203-0755.

THANK YOU FOR YOUR CONSIDERATION AND PARTICIPATION.

Appendix F

IRB Form

Oklahoma State University Institutional Review Board

Protocol Expires: 5/6/2004

Date: Wednesday, May 07, 2003

IRB Application No BU032

Proposal Title: THE MODERATION EFFECT OF MARKET ORIENTATION OF THE BUSINESS UNIT
ON CUSTOMER ORIENTATION OF THE BUSINESS UNIT ON CUSTOMER
ORIENTATION OF THE EMPLOYEE AND PERFORMANCE

Principal
Investigator(s):

Jerry W. Grizzle
1506 Squirrel Tree Place
Edmond, OK 73034

Tom Brown
343 CBA
Stillwater, OK 74078

Reviewed and
Processed as: Expedited (Spec Pop)

Approval Status Recommended by Reviewer(s): Approved

Dear PI :

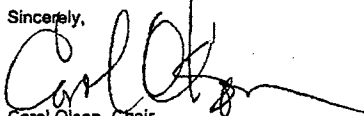
Your IRB application referenced above has been approved for one calendar year. Please make note of the expiration date indicated above. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol must be submitted with the appropriate signatures for IRB approval.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year. This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved projects are subject to monitoring by the IRB. If you have questions about the IRB procedures or need any assistance from the Board, please contact Sharon Bacher, the Executive Secretary to the IRB, in 415 Whitehurst (phone: 405-744-5700, sbacher@okstate.edu).

Sincerely,



Carol Olson, Chair
Institutional Review Board

#2

VITA

Jerry W. Grizzle

Candidate for the Degree of

Doctor of Philosophy

Dissertation: THE MODERATION EFFECT OF MARKET ORIENTATION OF THE BUSINESS UNIT ON CUSTOMER ORIENTATION OF THE EMPLOYEE AND PERFORMANCE

Major Field: Business Administration

Biographical:

Education: Received a Bachelor of Science degree in Accounting from the Southwestern Oklahoma State University in 1976; received a Master in Business Administration Degree from the University of Central Oklahoma in 1993. Completed the requirements for the Doctor of Philosophy degree with a major in Business Administration at Oklahoma State University in May, 2004.

Experience: Vice President, Treasurer, Sonic Corporation, 1984-91; Owner, Orbit Finer Foods, 1991-94; Chief Executive Officer and President, Skolniks Bagels, 1994; Chairman, Chief Executive Officer and President, CD Warehouse, Inc., 1995-2000; Deputy State Area Commander, Oklahoma Army National Guard, 1997-98; Commander 45th Infantry Brigade, Oklahoma Army National Guard, 1998-2001; Vice Commander -- Joint Warfighting Center, United States Joint Forces Command, 2001; Commander Joint Task Force, Civil Support, United States Northern Command, 2001-present; employed as a graduate teaching assistant at Oklahoma State University from 1999 to 2003.

Professional Memberships: American Marketing Association, National Guard Association of the United States, Association of the United States Army.