

CHAPTER 5

**Conclusions: A summary and
managerial implications**

5.1 INTRODUCTION

In this ultimate chapter we present the synoptic view of the findings of the study and the results that warrant further discussions. This chapter will include sample demographics, the major findings of the parametric and non parametric tests followed by a thorough discussion on the multiple regression analysis using the service sectors covered and the aggregate data collected for the study to compare and contrast the findings of this empirical research. Moreover, we have also conducted two separate sets of regressions involving organisational related variables to avoid the effect of multi-collinearity; a unique approach in our study is made by collecting the level of satisfaction of customers while interacting with the frontline service employees. This is important because the employees in general tend to provide data to protect their interest. As such, the findings are based on the responses of the employees may not reveal the true picture of the problem under consideration.

The discussion of this chapter is based on the descriptive statistics followed by inferential statistics for drawing meaningful conclusions. Based on the findings of the study, a thorough analysis of managerial implications will be presented for the benefit of the industries providing services. The limitations of the study as well as the directions for further research would be discussed for the inquisitive researchers intending to study customer orientation behaviour.

It is well established among marketing theorists that firms which focus their activities on the needs of their customers, i.e. behave in a customer-oriented way, perform better than those companies who do not (Donavan et al., 2004). The studies by Narver and Slater (1990), Jaworski and Kohli (1993) experimental study validated the financial potential of a firm's customer orientation. Many research works have been undertaken in this field to look into the notion of customer orientation and have analyzed the meaning of customer orientation. Eminent researchers like Parasuraman et al., (1988) and Dabholkar et al., (2000)

have analysed the role of service employees as an element of service quality studies. These researchers emphatically addressed the concept of customer orientation of service employees to survive in a highly competitive business environment (Kelley, 1992; Brown et al. 2002; Donovan et al. 2004; Hennig-Thurau and Thurau 2003; Hennig-Thurau, 2004).

The researchers had acknowledged employee associated aspects of the services as the dimensions of the customer service quality assessment. Three out of five service quality dimensions of Parasuraman et al.'s (1988) SERVQUAL evaluated directly or indirectly for addressing the behaviour of the service employees which are responsiveness, assurance, and empathy. Similarly, Dabholkar et al. (2000) had identified individual consideration and comfort as provided by a service provider's employees as vital components of delivery of service quality. Authors working in this field mostly used a company perspective while modelling the different facets of employee behaviour that impacted service quality. Since, the customers view points are not incorporated in the study the service providers gained only a incomplete information on the managerial action that are needed to select and train their service employees (Hennig-Thurau, 2004) for formulating service marketing strategies.

Only by employing rigorous training of employees to behave in a customer oriented way, the managers of the organisation could establish a high level of customer orientation in their employees' attitudes. This would produce a higher level of stability in behaviour to satisfy the needs of the customers. It is needless to state that the vital job on the part of the managers is to instil proactive service attitudes or values among front line workers as an important route to the desired customer-oriented behaviours (Peccei and Rosenthal, 2000). In order to make the employees suitable for rendering proper services to the customers, it is obligatory to change the attitudes and behaviours of these frontline workers who constantly interact with the customers. Managers could either screen the potential employees in terms of their orientation toward customers or they should

try to infuse positive consumer oriented attitudes into the employees very early in their training and employing procedure (Stock & Hoyer, 2005).

Again, the measurement of customer orientation has created more bewilderment rather than perfect answers. The difficulty of measuring customer orientation originated from the ongoing debate within the industrial/organisational psychology literature on the use of broad versus narrow measures of personality. Some researchers argued that the measurement of broad personality traits was preferable to slender personality traits because they were more predictive of overall job performances (Ones & Viswesvaran, 1996). Advocates for the broad perspective, favour summing many different behavioural indicators across situations, building broad, "basic" personality constructs, such as the Big Five personality traits (Barrick & Mount, 1991).

Overall, what we have observed that in various attempts many companies have designated them as customer-oriented but in various instances they fail to do so. It is definitely true that the customer orientation and total customer care are definitely endowed with superior value to customers and that this is certainly a key success factor in global competition. However, customer orientation on the level of objects would yield nothing; at the worst it would have a negative effect (Brännback, 1999). Customer-orientation had to become a fundamental organisational value which the employees start learning immediately after joining the organisation and learning the culture prevailed in the organisation during the process of socialization. Looking at the business, today we found that many firms, indeed, were in the process of learning to perceive customers differently than they did earlier. In today's cut-throat competitive situation the customers could not be treated as mere objects, rather they should be considered as subjects having adequate knowledge.

The distribution of means and corresponding standard deviation for the eight variables considered in our study are presented in table 5.1. The organisational

identification contained 7 items 5 point Likert scale. The maximum and minimum theoretical value would lie between 35 and 8 respectively. The mean value is found to be marginally higher than 26 which indicate that the sample respondents feel that their personal values match with the organisational values which are a desirable condition for the success of any organisation. Problems occur when there is a mis-match between the personal values of majority employees with the values practiced by the management.

Table 5.1: Distribution of means and standard deviation for variables among total samples studied

Variables	Minimum	Maximum	Mean	Std. Deviation
Organizational Identification	8.00	35.00	26.3916	5.03763
Experienced Meaningfulness	3.00	15.00	12.0684	3.08160
Pay Satisfaction	4.00	20.00	13.1369	3.86785
Job Stress	4.00	20.00	12.0665	5.14896
Customer Orientation	10.00	35.00	27.3574	4.90419
Job Variety	6.00	25.00	19.4810	3.81758
Job Autonomy	3.00	15.00	11.6312	2.71239
Job Supervision	8.00	30.00	22.3175	5.55560

Table 5.2: Distribution of means and standard deviation for variables among the different service sector studied

Variables	Retail Sector		Banking Sector		Postal Sector		Health Care		Insurance Sector		Stock Broking	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Organizational Identification	27.50	4.42	26.13	6.24	27.72	4.91	27.07	4.63	24.58	4.85	24.85	4.76
Experienced Meaningfulness	13.02	2.41	12.52	2.32	12.90	2.35	12.29	2.53	12.49	1.92	9.13	4.39
Pay Satisfaction	10.46	2.79	17.57	2.64	12.09	1.79	15.21	2.17	11.68	4.27	12.63	4.01
Job Stress	12.10	4.04	7.46	5.87	10.91	5.11	14.81	4.95	11.93	4.11	13.04	4.26
Customer Orientation	26.12	4.39	28.57	5.27	28.70	5.09	28.36	4.25	25.83	5.43	27.19	4.74
Job Variety	20.72	3.32	20.47	3.66	19.52	3.38	19.86	3.37	18.05	3.90	17.71	4.33
Job Autonomy	10.92	3.48	12.65	1.59	10.72	2.28	12.22	1.90	11.48	3.27	11.88	2.40
Job Supervision	21.74	5.84	24.57	5.48	22.03	4.92	23.48	4.91	21.41	6.61	20.81	4.59

As far as the percentage spread of the respondents from different sectors included in the study is depicted in the following pie chart.

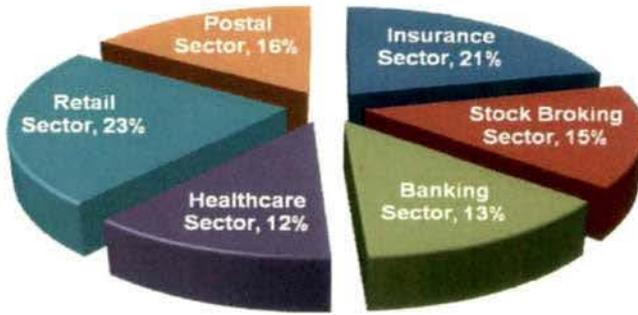


Fig 5.1: Percentage spread of respondents from different service sectors studied

In order to assess the scale dimensionality a confirmatory factor analysis is employed using Oblique rotation procedure. Since we had considered seven independent or explanatory variables and one dependent variable, we have obtained eight distinct factors. As we know that the objectives of factor analysis are twofold: data reduction and identifying underlying latent dimensions in the data structure for establishing scale dimensionality. The latent variable structure amply demonstrates that eight factors has emerged as separate dimensions establishing the construct validity of the scale. However, we have come across from the structure matrix that some factor loadings more than 0.3 have loaded with the underlying dimensions that we have desired to extract. It should be mentioned that there are no established criteria for retaining the factor loadings, though by convention researchers report factor loadings which are more than 0.3. In some instances we have encountered the problems of split loadings which are also common phenomenon in factor analytic model. It is very interesting to discern that mis-loadings are almost absent in our factor analysis involving the aggregate data drawn from a variety of service employees belonging to diverse service sectors.

The results of Cronbach's alpha were presented in table 5.3. In spite of a small number of items in some cases the alpha values are found to be more than 0.7, which establish scale reliability. It could be seen that the alpha values are comparatively higher in magnitude where the scale items are more.

Table 5.3 Reliability Statistics

Variables	Cronbach's Alpha	N of Items
Organisational Identification	.828	7
Experienced meaningfulness	.773	3
Pay Satisfaction	.756	4
Job Stress	.883	4
Customer Orientation	.922	7
Job Variety	.867	5
Job Autonomy	.729	3
Job Supervision	.880	6

The differences of variable means considered in our study are needed to be tested whether the responses from different service sectors are having same mean. Since, the numbers of sectors considered in our study are six service industries; we need to employ Annova technique to determine whether the mean values of variables differ significantly. The results of the Annova distinctly establish the fact that the mean values vary significantly because the p values are all significant beyond $p < 0.000$. The null hypothesis is framed as that mean values are not same. Therefore, the null hypothesis cannot be accepted and it may be concluded that there exists significant differences between the mean values for all the variables considered in our study. The one limitation of Annova is that it does not explicitly reveal the contribution of different variables leading to acceptance or rejection of the null hypothesis. As a sequel to this, following table explicitly portrays the sources of variation for which significant differences between the means have been observed. The following table does not require any further explanation as we have arranged the table in a manner so that one

could easily understand the contribution of different combination of variables that contributed to the results we reported in the Annova table.

Table 5.4: Annova Table

	Significant Combination (p value)											
OI	(.000)4,0	(.000)4,5	(.001)4,2	1,0 (.001)	(.000)1,5	(.000)1,2						
EM	(.000)1,0	(.000)1,4	(.000)1,3	1,2 (.000)	(.000)1,5	(.026)0,5						
PS	(.016)5,4	(.000)5,2	(.000)5,1	5,0 (.000)	(.000)5,3	(.000)4,0	(.000)4,3	(.000)2,0	(.000)2,3	(.000)1,0	(.000)1,3	(.000)0,3
JST	(.001)3,2	(.000)3,4	(.000)3,5	3,1 (.000)	(.000)3,0	(.007)2,1	(.000)2,0	(.000)4,0	(.000)5,0	(.009)1,0		
CO	(.000)4,0	(.002)4,3	(.002)4,2	5,0 (.000)	(.001)5,3	(.001)5,2						
JV	(.007)1,2	(.007)1,0	(.000)1,3	1,5 (.000)	(.021)4,2	(.001)4,0	(.000)4,3	(.000)4,5	(.024)2,5			
JA	(.004)2,1	(.000)2,0	(.000)2,3	5,1 (.028)	(.001)5,0	(.000)5,3	(.015)4,3	(.049)1,3				
JSU	(.000)1,0	(.000)1,3	(.015)4,0	4,3 (.002)	(.015)5,0	(.001)5,3	(.006)2,3					

OI: Organisational Identification, EM: Experienced Meaningfulness, PS: Pay Satisfaction, JST: Job Stress
CO: Customer Orientation, JV: Job Variety, JA: Job Autonomy, JSU: Job Supervision

The results of Mann-Whitney U test as well as Wilcoxon W are presented in chapter 3. The test is conducted for all possible combination of service sectors for the variable organisational identification to identify significant differences between the responses provided by employees engaged in various service sectors. The table is self explanatory and a few comments are required for drawing inferences. Significant differences of responses on the organisational variable are found for the service sectors Insurance-Postal, Insurance-Stock Broking, Postal-Healthcare, Postal-Banking, Postal-Retail, Stock Broking-Retail, Banking-Stock Broking and Healthcare-Stock Broking. Mann-Whitney U test is a substitute for parametric 't' test to find out the differences between the means of two corresponding variables. The findings of the parametric and non parametric tests more or less confirm the results so far as differences between means are concerned.

For experienced meaningfulness the results of non parametric test and parametric test conducted more or less give identical results except in three occasions where we find contradictory results. In most of the cases the null hypotheses are rejected signifying meaningful differences between the means exist.

So far as pay satisfaction is concerned the results of Mann-Whitney U test as well as Wilcoxon W and parametric 't' test provide identical results. Only for two

items significant differences have not been observed. For other variables significant differences between means are significant beyond $p < .05$.

For job stress variable the results of non parametric test and parametric test conducted exhibit identical results except for one combination of service sector viz. Healthcare and stock broking. Only for three items significant differences have not been observed. For other variables significant differences between means are significant beyond $p < .05$.

For customer orientation the results of non parametric test and parametric test conducted more or less confer identical results except in one occasion where we have found contradictory results. It is also been observed that in five occasions, significant differences have not been observed. In most of the cases the null hypotheses have been rejected signifying meaningful differences between the means.

So far as job variety is concerned the results of Mann-Whitney U test as well as Wilcoxon W and parametric 't' test provide identical results except in two occasions, where we have found conflicting results. From the test it is also observed that for three items the significant differences have not been observed. For other variables significant differences between means are significant beyond $p < .05$. The 't' distribution is a parametric one and follows normal distribution when the sample is large but Mann-Whitney test is a non-parametric distribution. The results may vary due to this reason. However, since the data are not ratio scale data we may expect that the non-parametric test is a better option to conclude acceptance or rejection of hypotheses.

For job autonomy, out of fifteen combinations of mean score, in five occasions the results of parametric test do not corroborate the findings of non parametric tests. The data that we have collected using a Likert scale, which is regarded as an interval scale, in many instances the distribution violates the assumptions of

normality. The variations between the acceptance and rejections of hypothesis may be attributed to this factor.

Similar arguments may be put forward for the job supervision variable where we also come across some inconsistencies which are similar to the explanation given above.

Median test is applied to test whether the samples have been drawn from the same population and it is non parametric test which is very frequently applied in the field of marketing for understanding whether the samples belong to the same population. The tables above show that the median values significantly differ for different service sectors which are evident from the above tables. Therefore, the null hypothesis is rejected which imply that the samples do not come from the same population.

Retail Sector: The results of the regression analysis demonstrate that the F value is significant beyond $p < .000$ which establishes the goodness of fit of the regression model. If we consider the coefficients presented below, we find that organisational identification and experienced meaningfulness are significant beyond $p < .00$ signifying that the organisational values and the individual values of the employees are similar and the employees find their job meaningful. This result highlights the managerial importance of ensuring that salespeople find their work as meaningful. Managers can try to inculcate the experienced meaningfulness about the job of the service people by expanding the scope of their job from being an order getter to being the deliverer of service to customers (Hackman & Oldham, 1980). However, so far as pay satisfaction is considered it is not found to be significant which may have some adverse effect on the part of the employees to practice customer oriented behaviour. The management of the organisation can try to ensure pay satisfaction to the employees by providing a competitive level of pay structure and by ensuring fairness in pay management (Chebat et al., 2002; Lawler, 1973).

For the same retail sector, another multiple regression analysis was conducted using the job characteristics variables suggested by the JCM model including another explanatory variable viz. Job stress to predict customer orientation. The overall fit of the model is significant beyond $p < .000$ and an adjusted R^2 of 0.261. The job stress is found to be negatively associated with customer orientation and the value is significant beyond $p < .003$. Job stress is a negative condition for most people if it crosses the threshold limit. As the level of stress from the job increases, the more likely an individual will see the job negatively (Allen et al., 2004). Under such situation it is quite optimistic to believe that the employee will be customer oriented. The coefficient of regression analysis has revealed that job supervision contributed heavily in predicting customer orientation behaviour. We have found that good supervision positively influenced workers to become customer oriented. Cherniss (1980) illustrated the importance of supervision in the development of positive attitude among the employees. The results of Cherniss (1980) are equally applicable for the kind of study we have undertaken.

Healthcare services: The finding of the regression analysis for healthcare sector has been presented in chapter 3. The results of the regression analysis demonstrate that the F value is significant beyond $p < .000$ which establishes the goodness of fit of the regression model. If we consider the coefficients presented below, we are finding that organisational identification, experienced meaningfulness and pay satisfaction are significant beyond $p < .00$ signifying that the organisational values and the individual values of the employees are similar and the employees find their job meaningful as well as they are satisfied with the pay to a large extent. Thereby, the healthcare workers may impart customer oriented behaviour. In previous researches it was found that the positive organizational identification among service personnel was an additional avenue that a manager could explore to enhance customer orientation (Thakor & Joshi, 2005). The results, here again, drew attention to the managers, who would try to inculcate the experienced meaningfulness of the job among service people by

expanding the scope of their job and making the job meaningful to the workers so that, they could assess the contribution they rendered for the organisation (Hackman & Oldham, 1980).

Multiple regression analysis is conducted using the job characteristics variables suggested by the JCM model including another set of explanatory variables viz. Job stress, job variety, and job autonomy and job supervision to predict customer orientation in the health care sector. The overall fit of the model is significant beyond $p < .000$ and an adjusted R^2 of 0.140. If we considered the coefficients that contributed heavily in predicting customer orientation behaviour, we find that job supervision positively influenced workers to become customer oriented. The job stress and job autonomy are found to be negatively associated with customer orientation and the values are significant beyond $p < .003$. Job stress is a negative condition for most people. As the level of stress from the job increases, the more likely an individual will see the job negatively (Allen et al., 2004). Since the job stress is significant, it can be concluded that the healthcare workers may not practice positive customer orientation. Furthermore, from the study, it is also found that the job variety is not significant. Henceforth, it can be concluded that a positive effect on the customer orientation of the healthcare workers cannot be ensured (Lambert et. al., 2004). However, since the job supervision is by far have the greatest magnitude of effect, more than twice the job variety (Allen, et. al., 2004), the management of the healthcare sector can try to ingrain the customer orientation within the healthcare workers. Apart from this the coefficient of ob autonomy is also negative; therefore it may have a negative impact on the customer orientation of the healthcare workers (Bontis et. al., 2011). Theoretically this result is consistent with the studies conducted by early researchers.

Postal Services: The results of the regression analysis demonstrate that the F value is significant beyond $p < .000$ which establishes the goodness of fit of the regression model. If we consider the coefficients presented below, we find that

organisational identification, experienced meaningfulness and pay satisfaction are significant beyond $p < .00$, signifying that the organisational values and the individual values of the employees are similar and the employees find their job meaningful as well as they are satisfied with the pay to a large extent. Thereby the postal service workers may impart customer oriented behaviour. In previous researches it is found that the positive organizational identification among service personnel is an additional avenue that a manager can explore in order to enhance customer orientation (Thakor & Joshi, 2005). The results here again draw attention to the managers, who can try to inculcate the experienced meaningfulness of the job among service people by expanding the scope of their job and making the job meaningful to the workers so that, they could assess the contribution they render for the organisation (Hackman & Oldham, 1980).

For the postal sector, multiple regression analysis is conducted using the job characteristics variables suggested by the JCM model including another explanatory variable viz. Job stress to predict customer orientation. The overall fit of the model is significant beyond $p < .000$ and an adjusted R^2 of 0.444. If we consider the coefficients that contributed heavily in predicting customer orientation behaviour, we find that job supervision positively influences workers to become customer oriented. The job stress is found to be negatively associated with customer orientation and the value is significant beyond $p < .003$. So, we can conclude that the postal service employees are more customer orientated (Allen et. al., 2004).

Stock broking: The results of the regression analysis demonstrate that the F value is significant beyond $p < .000$ which establishes the goodness of fit of the regression model. If we consider the coefficients presented below, we find that organisational identification, is significant however, experienced meaningfulness and pay satisfaction are not significant beyond $p < .00$ signifying that the organisational values and the individual values of the employees are similar though the employees do not find their job meaningful. As well as they are also

not satisfied with the pay they receive. Thereby, theoretically the stock brokers or the stock broking employees may not practice customer oriented behaviour towards the customers rather they would be motivated to pursue selling orientation to earn a substantial amount of commission.

For the same stock broking sector, another multiple regression analysis was conducted using the job characteristics variables suggested by the JCM model including another explanatory variable viz. Job stress to predict customer orientation. The overall fit of the model is significant beyond $p < .000$ and an adjusted R^2 of 0.444. If we consider the coefficients that contributed heavily in predicting customer orientation behaviour, we find that job supervision positively influences workers to become customer oriented. The job stress is found to be negatively associated with customer orientation and the value is significant beyond $p < .003$.

Banking Sector: The results of the regression analysis demonstrate that the F value is significant beyond $p < .000$ which establishes the goodness of fit of the regression model. If we consider the coefficients presented below, we find that organisational identification, experienced meaningfulness and pay satisfaction are significant beyond $p < .00$ signifying that the organisational values and the individual values of the employees are similar and the bankers are finding their job meaningful as well as they are also satisfied with the pay they receive. Thereby, the bankers may practice customer oriented behaviour towards the customers.

For the same banking sector, another multiple regression analysis was conducted using the job characteristics variables suggested by the JCM model including another explanatory variable viz. Job stress to predict customer orientation. The overall fit of the model is significant beyond $p < .000$ and an adjusted R^2 of 0.666. If we consider the coefficients that contributed heavily in predicting customer orientation behaviour, we find that job supervision positively

influences workers to become customer oriented. The job stress is found to be negatively associated with customer orientation and also the value is significant beyond $p < .003$. However, job autonomy is found to be not significant. Theoretically this result is consistent with the studies conducted by early researchers. So, from the statistics it can be concluded that the bankers are having less of job delegated power rather than having chances of job empowerment. The banking sector because of high degree of formalisation, employees do not get a chance to decide the job to be performed independently without the permission of immediate supervisor.

Insurance Sector: The results of the regression analysis demonstrate that the F value is significant beyond $p < .000$ which establishes the goodness of fit of the regression model. If we consider the coefficients presented below, we find that only organisational identification and pay satisfaction are significant beyond $p < .00$ signifying that the employees can identify with the organisational identity and also they are more or less satisfied with the pay they receive in accordance to the service they provide. However, experienced meaningfulness is not significant beyond $p < .00$ signifying that the insurance service personnel are not finding their job meaningful. Thereby, the insurance service personnel may impart customer oriented behaviour towards the customers.

For the same insurance sector, another multiple regression analysis was conducted using the job characteristics variables suggested by the JCM model including another explanatory variable viz. Job stress to predict customer orientation. The overall fit of the model is significant beyond $p < .000$ and an adjusted R^2 of 0.499. If we consider the coefficients that contributed heavily in predicting customer orientation behaviour, we find that job supervision is remaining insignificant. Here also the job stress is found to be negatively associated with customer orientation and also the value is significant beyond $p < .003$. On the other hand, job autonomy is remaining not significant and also is negatively associated with customer orientation. Theoretically this result is

consistent with the studies conducted by early researchers. From the regression coefficient table we find that two variables are found to be significant viz. job stress and job variety. Interesting to note that job supervision and job autonomy are not found to be significant. Moreover, the magnitude of job autonomy is negative though not significant. The coefficient of job supervision influence the customer orientation variable but the same is not significant.

After conducting sector wise regression analysis with a small sample size, we tried to aggregate the entire data set for running regression with a large sample size of $n=526$ to see whether the overall results contradict with the sector wise analysis. When the sample size is large, it is expected that the distribution is likely to be normal which is a precondition for running OLS technique. The model summary reveals that the multiple co relational coefficient is more than 0.55 and the adjusted square is nearly 0.31 which in the field of social research is quite acceptable. The corresponding F value is quite high and it is significant beyond $p<.000$.

The set of explanatory variables viz. Organisational identification, experienced meaningfulness and pay satisfaction all are significant beyond $p<.000$ and the t' values are sufficiently large. The results signify that all these variables significantly influence the customer orientation variable and the employees pursue the practice of customer orientation instead of selling orientation.

The second set of regression analysis conducted with the original most of the JCM items reveal that the goodness of fit is significant beyond $p<.000$ and 33 percent variation in the original data is explained by the four explanatory variables. The coefficients of regression theoretically support the fact that customer orientation is positively influenced by the presence of job autonomy, job variety and job supervision. As we know, that the level of job stress and customer oriented behaviour are inversely related, in our study we find that job stress is

negatively related with the practice of customer orientation and value is significant.

The greatest limitation of conducting customer orientation studies including job dimensions is that the respondents are requested to provide responses both on the explanatory variables and the criterion variable. The customer orientation, in our study, is provided by the respondents in presence of supervisory staffs. It is quiet natural that the respondents are likely to exaggerate the customer orientation score in an attempt to remain on the safe side. In the organizations the success of service firms depends to a considerable extent on the performance of the frontline staffs in dealing with the customers. In view of this, the respondents try to portray a favourable image of the function they perform. No studies to our knowledge has addressed this issue and made an attempt to gather the behaviour of frontline service personnel from the consumers who directly interact with them. The methodological problem is that one cannot judge the customer orientation behaviour of an employee by asking a single respondent. In view this, we have used a systematic random sampling technique to collect the response of the service they receive from the service personnel. After collecting data from the customers by intercepting in the mall we have averaged their response to obtain a mean score of customer orientation. Based on that mean score generated by the customers, we have run a separate regression to visualize the differences between the scores provided by the service people on the criterion variable as well as the responses obtained from the customers.

5.2 MANAGERIAL IMPLICATIONS

According to the research findings, hospitality industry employees' job satisfaction positively influences organizational commitment. However, many employees are dissatisfied with their wages, welfare, promotion and growth. Thus, it is suggested that the employees in the hospitality industry should receive

a fair amount of pay considering the stress under which they work. Time bound promotion and growth opportunities in the organization are mandatory in order to strengthen employee satisfaction. In addition, organizational commitment is the most critical factor to enhance job performance. Job satisfaction should enhance job performance only through organizational commitment. It indicates that the enhancement of organizational commitment is an important strategy of human resource management in the hospitality industry. It should particularly allow employees to accept organizational objectives, values and beliefs, and enhance the employees' loyalty and devotion. Empowerment and leadership are key factors for increasing hospitality industry employees' organizational commitment. In addition, internal marketing is the most important factor to enhance hospitality industry employees' job satisfaction, followed by leadership and empowerment. This study suggests that hospitality industry supervisors should sufficiently empower their employees by assigning different jobs and profession. Thus, employees would properly demonstrate their competency, and be more autonomic at work and more flexible when dealing with emergencies. As to younger part-time employees with lower seniority and a higher educational level, it is suggested to enhance educational training and flexibility, giving them greater problem-solving abilities and sufficient empowerment. In addition, this study suggests supervisors to select transformational leadership or transactional leadership according to the attributes of the employees' jobs so that employees, particularly younger part-time ones with a higher educational level, will perceive their supervisors' leadership positively. The following measures are recommended: (1) Supervisors should regularly hold meetings with employees. Besides recognizing employees' problems and listening to suggestions, the supervisors can also promote the policies and beliefs of the company; (2) They regularly hold employee training, job rotation, expanded and enriched jobs to allow employees to learn different affairs and further control the jobs in order to enhance their confidence; (3) Supervisors should actively learn their employees' situations, encourage them and care about them so that the employees would realize the employer-employee relationship surpassing a mere business trade. In

addition, the hospitality industry should construct an easy communication platform, such as public message book (board), e-mail or mailbox for opinions. Thus, employees, particularly younger part-time employees will more successfully communicate with supervisors and colleagues. Finally, the research findings reveal that the influence of job stress on hospitality industry employees is not negative. Proper external job stress can enhance hospitality industry employees' job performance. Thus, in order to enhance job performance, supervisors can offer appropriate job loading and objectives according to different employees' professions, seniority or positions in order to increase employees' (particularly the part-time ones) job satisfaction and job performance. In addition, internal job stress reduces employees' job satisfaction. It is suggested that supervisors should allow employees to join in decision-making and support and care for the physical and mental health of their employees, especially those with higher level of educational background.

Sales managers have to ensure that salespeople expend effort in developing and maintaining customer relationships over time. Our research is of significance to sales managers because it identifies three key salesperson psychological states that foster salesperson motivation to expend effort in these activities. Of the three psychological states—experienced meaningfulness, organizational identification, and pay satisfaction—our research shows that experienced meaningfulness is the strongest determinant of customer orientation. This result highlights the managerial importance of ensuring that salespeople find their work as meaningful. Managers can foster experienced meaningfulness among salespeople by providing them variety in their job and by expanding the scope of their job from being an order getter to being the deliverer of service to customers (Hackman and Oldham, 1980). Further, our results highlight the importance of ensuring pay satisfaction among salespeople as this enhances the effect of experienced meaningfulness on customer motivation. Managers can foster pay satisfaction by providing a competitive level of pay and by ensuring fairness in

pay management and by providing incentives for better performance, lesser absenteeism etc. (Chebat et al., 2002; Lawler, 1973). However, in many instances, managers may be constrained from taking actions to alter job variety or job scope. Consider job rotation: senior management, customers, and salespeople may all oppose this practice on the grounds that it potentially disrupts effective working relationships between salespeople and their customers. What is a manager to do in such a situation? Our research recognizes the development of organizational identification among salespeople as an additional avenue that a manager can explore in order to enhance customer orientation. Given that salespeople are in the field for the most part, their manager becomes representative of the organization. By employing considerate leader behaviors (Boles et al., 2001) and by providing regular and constructive feedback (Jaworski & Kohli, 1993), the sales manager can enhance the salesperson's identification with the organization. Since these actions (i.e., considerate leader behaviours and provision of feedback) are directly in the manager's control, the manager can employ them to compensate for their inability to enhance experienced meaningfulness.

The data obtained indicates that organizational identification has a positive impact on customer orientation however the same is quite significant. The managerial interpretation is that the employee engagement initiative which the company has in the organization promotes a unique culture across a level which helps employees to identify themselves with the organization and thus create positive impact on their respective performances to practice customer orientation. The company should improve the induction procedure and develop a two way communication to clear the perceptions and doubts of the employees joining the organization. The human resource managers design and develop human resource practices such as performance appraisal techniques, reward systems; promotion policies.etc. Needless to point out that the success of these initiatives depends to a large extent on their implementation by the line managers. The response of the employees' in this respect is simply fascinating and the company

should maintain this culture to enhance the performance of the employees and reduce the employee turnover. The data obtained indicates that some of the important job dimensions have positive impact on customer orientation and the same are significant. The managerial interpretation is that style of supervision which the company follows is in line with company's values and ethics which is further is defined by the Organizational Vision and Mission and hence has a positive impact is revealed on employee's performance in terms of customer orientation. However the same is significant as individual behavioural traits of the supervisors and the traits of the employees are very much consistent. The supervisors must keep up the good work and enhance the morale of the employees working under them. The data obtained indicates that customer orientation in many cases is positively associated with the job related variables. The managerial interpretation is that the customer orientation is critical in service industry and the reward and appreciation linked to it is significant thereby creating a positive and significant impact.

In addition the employee expectation on pay is also driven by industry trends and the service industries studied by us being on the high end of SME segment is always compared with MNC's and large Indian Companies. In addition the variable pay in the company is open ended and hence a high performer can earn substantially well over and above his/her fixed pay.

5.3 LIMITATION OF THE STUDY AND SCOPE FOR FURTHER RESEARCH

The present study has several limitations that should be addressed at this stage. In our view the study was conducted with a small sample drawn from a small number of service sectors operating from India. The findings reported above must not be generalised since the mission, objective, organizational culture vary significantly across other service industries operating in the same sector. The second limitation of the study pertains to the assessment of validity measures adopted in this study. We have considered only the construct validity and

nomological validity through factor analysis and multiple regression analysis. The future studies should consider other types of validity like, content validity, discriminant validity etc.

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