

EMPLOYEE SERVICE ORIENTATION ON JOB SATISFACTION: A STUDY OF COCA COLA BOTTLING COMPANY PLC

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Abstract

Employee attitude are very important to manage meant because they determine the behavior of worker in the organization. Many studies have shown that a satisfied worker is more productive than a dis-satisfied worker; hence job satisfaction is an important concept which every organization must take into consideration to achieve its goals and maintain its survival. This project examines the impacts on employee service orientation. The objective of this study is to investigate the influencing effects of job satisfaction on customer-facing employee service orientation in the Coca-Cola Company. The study adopted research design, descriptive and inferential statistics was used in the study. Structured questionnaire was use in data collection, sample size of the study was 350 respondents out of 2636 population using theTaro Yamane technique. Data was analyzed using SPSS version 21.0.The findings revealed that job satisfaction has a positive impact on employee's orientation behavior. The paper recommends that management of Coca-Cola bottling company should concentrate on regular monitoring of employees satisfaction, evaluate their progress and reward them for their work in other to enhance their work satisfaction.

Introduction

Among those qualifications that determine a good employee, service delivery is the most vital; this is because every business or organization strives to deliver excellent customer service, as it is essential to their success. For a company to retain its current customers, as well as to acquire new ones, they need to provide exceptional service. What is the point of an organization being productive if they are unable to effectively deliver to their customers?

For example; it is a well-known fact that each individual is different from the other either in behavior, perception, beliefs, values, etc., so also are customers; there are customers who are easy to satisfy, and there are customers who can be challenging. No matter how qualified an employee or representative of the organization is , if they are not dedicated to proper customer service, they may not effectively deliver when they come across more difficult customers.

Apart from this, customers tend to know when a representative or employee is high or low on service orientation. This is determined by the level of effort and amount of time given when trying to assist a customer. Customers will shape their view of the organization based on the services received.

Service Orientation also known as customer focus or customer excellence is the personal belief that the needs and the opinion or conception of the customer is of great value and significance in an organization. It involves making customers and their needs the primary focus of one's actions; developing and sustaining productive customer relations. It therefore involves those values, feelings and attitudes that drive an individual to give excellent customer service. Service orientation can also be defined as the ability and desire to anticipate, recognize and meet others' needs, sometimes even before those needs are articulated. Service oriented people focus on providing satisfaction and making themselves available to others

To further understand this topic, we must also understand what is meant by "job satisfaction". Robbins (2005) explained that job satisfaction is all about the feelings of a person about his or her job. Employees can strongly contribute to an organization's success by having a consumer-centric approach in their work; however, they are more likely to do this if they are satisfied with their job. Satisfied employees are a motivated employee, which means that they will have the motivational drive to deliver effort and perform to the best of their ability. They will have the willingness to give good service, and may even create a better perception of the product or service when interacting with a customer. Job satisfaction of employees is also significant, as it may further the possibility that a satisfied customer will have the intention to seek to buy a company's product or service again in the future. In simpler terms, satisfied employees mean that satisfied customers are more likely to purchase in the future.

This study will explore the effects of service oriented behaviors on job satisfaction in Coca-Cola Company, and will also investigate some of the challenges that hinder job satisfaction, such as an employees' perception of being underpaid, working conditions, interpersonal relationships, etc.

The challenges that employees are experiencing in the Coca-Cola Company includes; exhaustive work and long work hours, the lower turnover rate of the company, limited room for career growth, and the

high competition for the few promotional opportunities available.

The company's inability to improve the scheduling of work hours (especially for part-timers), and to create more promotional opportunities are the main problems under focus in this study.

These challenges have been hampering employees' performance in the Coca-Cola company and are responsible for the company's level of job dissatisfaction. These problem spurred the researcher to conduct this study, in order to provide a solution. The objective therefore is to evaluate the effect of employee service orientation behaviors on job satisfaction.

Literature Review

Service is an activity or a benefit that one party supplies to the other party that is essentially intangible and does not contain property; the result may be a physical or immaterial product (Kotler and Armstrong, 2010). Laytl and colleagues (1998) point out that important organizational outcomes such as income, growth, customer satisfaction and loyalty are direct results of organizational Service orientation. As a result of the intangible and interactive nature of services, customers often rely on the behavior of service employees when judging the quality of a service. It is therefore important for an organization to be able to identify measure and manage their level of service orientation, in order to provide exceptional service to its customers.

According to Hogan, Hogan and Busch (1984), service orientation can be defined as "a set of attitudes and behaviors affecting the quality of interaction between an organization's employees and its customers." In other words, it is the disposition used when providing service to consumers. This definition was later expanded to include "a willingness to treat co-workers and clients with courtesy, consideration, and tact" combined with the ability to perceive a customer's needs, and communicate effectively (Rosse, Miller, and Barnes, 1991).

Authors such as Dienhart et al. (1992) observe service orientation as the ability to be useful, thoughtful, considerate and cooperative in

providing services at the individual level. Bowen et al. (1989) suggests that companies use for service orientation, successfully implement its business strategy to improve competitive position through customer satisfaction. Johnson (1996) further asserts that SO is the extent to which employees personally feel accountable for their work, and are dedicated to providing outstanding services and solving customer problems.

Lytle and Timmerman (2006) defines the service orientation of employees as “an organization-wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service-giving behaviors that create and deliver service excellence”. Lytle and Timmerman’s definition was supported by other researchers too, with the statement claiming that organizations with service oriented policy will do their best in satisfying customers, create and deliver customer value (Heskett et al., 1997; Hennig-Thurau et al., 2002). The authors continue to imply that service-oriented companies, in order to satisfy their customers, through specific service-oriented procedures, create greater competitive advantage in services.

A more generic definition of service orientation is “the prioritization of the customer at every point and the motivation to deliver outstanding customer service that meets and exceed customer expectations”. It could be further defined with reference to the following features, service orientation; believes that the customer is the most important thing; devotes maximum attention and effort to providing the highest levels of customer service; it feels a personal sense of achievement when customers are delighted. Furthermore, service orientation understands and anticipates customer needs and works tirelessly to meet them; is willing to go above and beyond the call of duty to help customers and resolve their problems; thrives on ensuring that the customers’ experience is the best it could be; it sees customer complaints firstly as opportunities to create customer satisfaction; and it is driven to make sure that every customer feels valued.

Chan and Lynn (1991), is of the view that service orientation levels for each organizational unit are

related to certain criteria such as employee satisfaction, profitability, customer satisfaction and, recent research shows that employees’ understanding of the services methods is related to customer satisfaction. As seen from the various studies and definitions above, service orientation can be seen as a sort of attentive or accommodating behavior exhibited by employees when interacting with clients or customers. These definitions also suggest a link between an employees’ personality and service orientation. It is a practice and a form of strategy that organizations or companies implement in order to gain competitive advantage. Service oriented employees display accountability for their actions, anticipate and predict customer needs, experience delight in satisfying customers, and are driven to deliver value. The purpose of service orientation is to generate more sales, more profit and help the company to develop or sustain their competitive advantages.

Levels of Service Orientation

Service marketing scholars have long acknowledged the significance of developing service orientation. There are two possible levels of establishing the service orientation concept: either at individual level or at organisational level (Homburg, C., Hoyer, W. & Fassnacht, M., 2002). Service orientation from an individual level refers to employee attitudes and behaviours affecting the quality of interaction between an organisation’s employees and its customers (Hogan et al., 1984); It is an individuals’ basic disposition when providing a service, as a result of his or her personality traits, and as a result, certain individuals in the organisation are more service-oriented than others.

The *organizational dimension of service orientation* is concerned with two perspectives: *First*, service organization is considered in terms of agreed organizational parameters, which include internal design characteristics such as organizational structure, climate, and culture; *Second*, Organizational Service Orientation (OSO) can be applied to strategy and in this sense, a more external approach would be adopted to analyze how important service is to the company’s marketing strategy. Laytl and colleagues’ research has shown that organizational service orientation as a

relatively broad set of organizational sustainable policies of considered methods to support and reward services, creates and provides excellent services for organization (Laytlet *al.*, 1998). According to Laytl and colleagues (1998), regarding the definition of organizational service orientation two basic issues should be considered: Firstly, service orientation is one of the general conditions of organization, and secondly, organization service orientation will be better understood and measured through understanding of staff requests, opinions and views. An investigation conducted by Lytel and his colleagues, and their analysis, showed that ten basic elements effectively represent the range of organization service orientation, some of these elements are services leadership, interactive services, human resource management (education services, reward services), and so on (p. 460). At organizational level and as marketing strategy, service orientation has been investigated by Homburg *et al.* (2002), who establish three service orientation dimensions- the number of services offered, the range in terms of the number of customers these services are offered to and the level of emphasis with which these services are actively offered.

Research on the *individual level of service orientation* however, focuses solely on the employees' abilities to build being involved in closer customer interaction and also on the tasks employees have to accomplish in engineering and delivering industrial services. The individual service orientation, is defined by (Gebauer *et al.*, 2010) as "the degree to which employees understand the benefits of an extended service business". According to Gebauer *et al.* (2010), this degree of understanding is related to the appreciation of adding industrial services and therefore it is based on the understanding of financial, marketing, as well as strategic opportunities that are typically associated with services. It encompasses actions such as; the employee's ability to be perceptive of the needs of the customers, being able to communicate with precision and cordiality, treating colleagues with courtesy, and adding significant value to the overall quality of the organisation (Hogan *et al.*, 1984).

Gebauer *et al.* (2010) also states that employees should act as trusted advisors, problem solvers, and reliable trouble-shooters, that is when interacting with customers, pursuing the main goal to improve customers' satisfaction.

Job Satisfaction

Due to the importance of contact and the development of the relationship between service or frontline employees, and service users, the satisfaction of employees is a major concern to any company or organization that seeks to keep a large number of loyal customers, and also wants to manage its employee turnover rate. Job satisfaction refers to a person's general attitude about his/her job. It is defined by (Mohsin, Maira and Amit, 2015) as "an employee's affective reaction to a job and it is based on a comparison between actual outcomes as well as desired outcomes". A person whose job satisfaction is high has positive attitude towards his work, but person who is dissatisfied with his work, has a negative attitude about his job (Robbins, 1995). Job satisfaction is as a result of employees' perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of affect produced by individual's perception of fulfilment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). According to Metle (2003) job satisfaction shows that how people feel about jobs and their different aspects, and how much people love their job (consent), or do not like (dissatisfaction).

The most prominent definition of job satisfaction was offered by Locke (1976), who defines it as "a pleasurable or positive state resulting from the appraisal of one's job or job experiences." Spector (1997) defined it as the attitudinal variable assessing how people feel about their job or different aspects of their job. Job satisfaction refers to an affective or attitudinal reaction to a position of employment. Later the definition includes cognitive components and it was explained as collection of positive or negative feelings that an individual holds toward the job or job situation (Weiss, 2002). Attitudes such as job satisfaction are formed by both affective states and thoughts about the job and the organization. Jerome and Kleiner (1995) find that companies which are working to

improve an employee's job satisfaction, motivation and job dedication, can expect long-term benefits of corporate success, loyalty, productivity and retention of employees. According to some researchers, managers should improve services and job satisfaction of employees through effective communication in quality standards. Job satisfaction also has a positive correlation with a commitment to organizations (Arnett et al. 2002) and on performance (Birnbau and Sommers, 1993; Babin and Boles, 1996).

When individuals find that their job has personal meaning, they feel motivated at work and receive feedback, receive intrinsic rewards for efforts, which makes them bond with the organization and satisfied with the job. Mohsin, Maira and Amit (2015) state that job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements; It encompasses specific aspects of satisfaction related to benefits, pay, work conditions, promotion, organizational practices and collegiality. In relation to how employees feel about their jobs, there are generally two types of JS that are usually researched. The first being Global job satisfaction, which pertains to the overall feelings workers have about their jobs (Hegtvedt and Clay-Warner, 2008). The second is the Facet-specific job satisfaction, which relates to the employees' feelings concerning specific aspects of their job, such as, pay or autonomy (Hegtvedt and Clay-Warner, 2008). Wilson and Frimpong, (2004) pp.472 suggest that employees who experience job satisfaction tend to be "cooperative, helpful, respectful and considerate to both co-workers and customers", which are all characteristics of service orientation. Employees who experience job satisfaction are also more likely to possess a positive self-concept at work and greater self-determination that facilitates higher efficiency and effectiveness (Deci et al., 1989; Gagne' and Deci, 2005).

Influencers of Job Satisfaction

Job satisfaction is an outcome of different factors such as pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Opkara, 2002). These factors can be grouped into two components,

namely; job characteristics and social environment characteristics. Job characteristics include factors such as; reward/pay, promotion, and the nature of the work itself. The literature under each of these factors will be examined.

Frye (2004) found that there is positive relationship between equity based compensation and employee work performance. It was further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce. The investigation about the relationship between job satisfaction and pay was conducted, and it was also found that job satisfaction is affected by 'pay' (Nguyen et al., 2003). Job satisfaction is impacted by an employee's perception about the fairness of the company wage scale as well as the current compensation he/ she may be receiving.

The promotion system is another factor determining the level of job satisfaction. (Nguyen et al., 2003) concluded that job satisfaction is the result of promotion opportunities in the organization. If organizations want to accelerate the performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2003). The job satisfaction of employees in a company will be higher, if they are given opportunities to move up the ranks in the organization. Companies should encourage employees to acquire more advanced skills that will lead to promotion; which comes with higher responsibilities and compensation.

Finally, under job characteristics, is the nature of the work itself; Ting (1997) and Locke (1995) studied that the work itself has positively correlated with the satisfaction of an employee. Robbins et al. (2003) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and or accountable for results". However, Locke (1976) recognizes the fact that the importance placed on various aspects of the job, differ from person-to-person. For instance, for one employee, pay may be most important, while to the other, promotion opportunities may be more important. Locke (1976) proposed the Range of Affect theory

to explain this individual differences, stating that, when employees assess their level of job satisfaction, they weigh various facets of the job differently.

On the other hand, the social environment characteristics have to do with an employee's relationship with his co-workers and supervisors. Employees seek to be treated with respect by those they work with. Any work environment with unpleasant co-workers is one that usually has lower job satisfaction. Padilla-Velez (1993) argued that the performance can be improved and absenteeism can be decreased with the help of socialization and interaction among employees. Thus, an employees' relationship with co-workers has a positive impact on job satisfaction. Furthermore, the relationship between employees and their supervisors has an influence on the level of job satisfaction. The recognition of the achievements by the supervisors leads toward job satisfaction and is useful to solve the problems (Yen and McKinney, 1992). Okpara (2004) conducted the study of IT managers and found that job satisfaction among managers can be increased with the help of supervision. Therefore, for management to be effective and improve employee job satisfaction, they need to recognize and praise the efforts and accomplishments of their employees. However, studies by (Brown and McIntosh, 2003) and (Roelen et al., 2008), found that employee—supervisor relationship has little influence on job satisfaction at the workplace. Nevertheless, majority of the literature concerning the relationship with supervisors on job satisfaction, supports that it has a positive impact on job satisfaction.

Service Orientation and Job Satisfaction

Saura and his colleagues (2005), in their studies attempted to show how customer orientation, service orientation and job satisfaction relate to each other (p. 497). The results showed that service orientation is significantly associated with job satisfaction (p. 517). Service quality research explained various facets of quality and the importance of employee attitude or behavior for delivering quality customer service. An employee's Job satisfaction and customer orientation behavior in service settings are said to determine many organizational outcomes; such as income, growth,

customer satisfaction, employee loyalty, etc. Employees satisfied with job characteristics in turn results in happy customers, these results consequently benefit the organization with greater revenue and market share (Heskett et al. 1994). Lawler (2001) explained that satisfied employees show reciprocal behaviors and support parties from whom they benefited. Support parties include co-employees, information flows and relationship with co-employees and customers. Job satisfaction of employees would therefore have a positive effect on the service-oriented behavior of employees.

Employees who are satisfied with their job, have a positive feeling towards the customer and the work to benefit the customers. Bateman and Organ, (1983) found that job satisfaction is the determinant of customer orientation behavior at the individual level. It was observed that job satisfaction was positively associated to pro-social behaviors in organizations (Smith et al. 1983). Job satisfaction is very important for both employee and organizations, it has effect on the quality of work-life and influence other work related behaviors and attitudes (Spector, 1997). Homburg and Stock (2004) observed job satisfaction has positive impact on customer interaction.

Bateman and Organ (1983) uses the social-exchange theory to suggest that when employees perceive that the management of their organization is putting in effort towards ensuring that they are satisfied with various aspects of their jobs, or the job in general, they are more likely to expand their efforts towards exhibiting behaviors that go beyond the requirements of the job (like service orientation) for the benefit of the organization. Furthermore, researchers such as Bettencourt et al. (2001) and Netemeyer et al. (1997) have found that highly satisfied employees are more likely to carry out service-oriented behaviors, and perform at a greater capacity than their dis-satisfied counterparts.

Organisational Antecedents of Employee Satisfaction and Employee Customer Service

A model by Yoon, Hyun Seo, and Seog Yoon (2000) identify three antecedents of employee satisfaction and employee customer service which are as follows:

1. Perceived organizational support (POS); which is the extent to which employees perceive that the organization values their contributions, and cares about their well-being.
2. Perceived supervisory support (PSS); the extent to which supervisors develop a climate of trust, helpfulness, and certain level of informality or friendliness (according to their discretion); high PSS implies that important socio- emotional resources are immediately available in the work environment, and
3. Customer participation; which is the extent to which a customer is physically, mentally, and emotionally involved in the delivery of a service/product. At this level, both the resources/information brought into the transaction by the customers, and the actual behaviors they engage in are important.

Theoretical Framework

Equity Theory

John Stacey Adams (1963) theory states that fairness and equity lead to a motivated individual. It is based on the idea that individuals are motivated by fairness, and define equity as the balance of the ratio of input (effort) to output (compensation). According to Adam, the higher an individuals' perception of equity, the motivated they will be; similarly, if an employee thinks there is an inequity between two groups or individuals, the employee is likely to be dissatisfied because the input and the output are not equal. Inputs refer to the quality and quantity of the employee's contributions to his or her work. They include elements such as; time effort, commitment, determination, tolerance, flexibility, hard work, personal sacrifice and skills. Output on the other hand is a positive or negative consequence which employees perceive they have incurred; it includes elements such as; esteem, salary, recognition, sense of achievement, advancement, promotion, praise, rewards, and so on.

The major concern in this theory is about payment. The easiest way to view the equity theory is by considering when co-workers compare the work they do with someone who gets paid more than them. Employees want to feel that their contributions and efforts are being rewarded with their pay. If an employee feels underpaid, he would

be dissatisfied and therefore become hostile towards the organization and co-workers which may, ultimately result to lack of motivation and low performance. According to Ball (2014), when employees perceive that their inputs are fairly rewarded by outputs, then they are satisfied, happier and more motivated in their work. They are de-motivated to their job and the organization when they perceive that their ratio of inputs-outputs is less beneficial than the ratio enjoyed by referent others.

Job Characteristics Theory

The job characteristics theory is a widely used framework developed by Hackman and Oldham. It is used to show how particular job characteristics impact job outcomes and job satisfaction. The five core characteristics according to Hackman and Oldham (1976, 1980) are;

Skill Variety; the degree to which a job requires a variety of different activities and use of different skills in carrying out the work.

Task Identity; the degree to which the job requires completion of a 'whole' and identifiable piece of work – that is, one that involves doing a job from beginning to end with a visible outcome.

Task Significance is the degree to which a job has substantial impact on the lives of other people, whether those people are either in the immediate organization, or in the organizations external environment.

Job Autonomy; the degree to which the job gives the employee substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out, and,

Job Feedback; the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance.

Methodology

The population of this study is finite .The value is 2,636, and is comprised the entire staff of Coca-Cola Nigeria, Abuja branch. Noticeably, due to management practice of classifying some information as not for public 'consumption', it becomes difficult to get the exact number of employees at present in the organization. However,

we rely on information given by the Human Resource Department, of staff strength at their Ikeja-Lagos office which was put at 2,636. Thus, this study uses this figure as the study population because the Ikeja-Lagos office is where the questionnaire will be administered.

The questionnaire used in this study was structured into two sections besides the introductory letter which detailed the rationale behind the research and the purpose of the questionnaire. The first section (Section A) contained five (5) statements sought to collect the respondents' bio-data. The second section (Section B) was designed to accommodate only close-ended questions. Specifically, it was designed in 5-point Likert-scale in which options range from Strongly Agree (1), Agree (2), Neutral (3), Disagree (4) and Strongly Disagree (5).

Considering the practical difficulty of collecting data from each and every 2,636 staff of the study the Taro Yamane was adopted for this research work to determine the sample size.

$$\text{Thus } n = \frac{N}{1+N(e)^2}$$

Where; n = sample size

N = population (2,636 staffs)

1 = Unity (a constant)

$(e)^2$ = error margin (e) = 0.05

$$n = 2,796$$

$$\begin{aligned} n &= 2,796 \\ &= 350 \text{ Approximately.} \end{aligned}$$

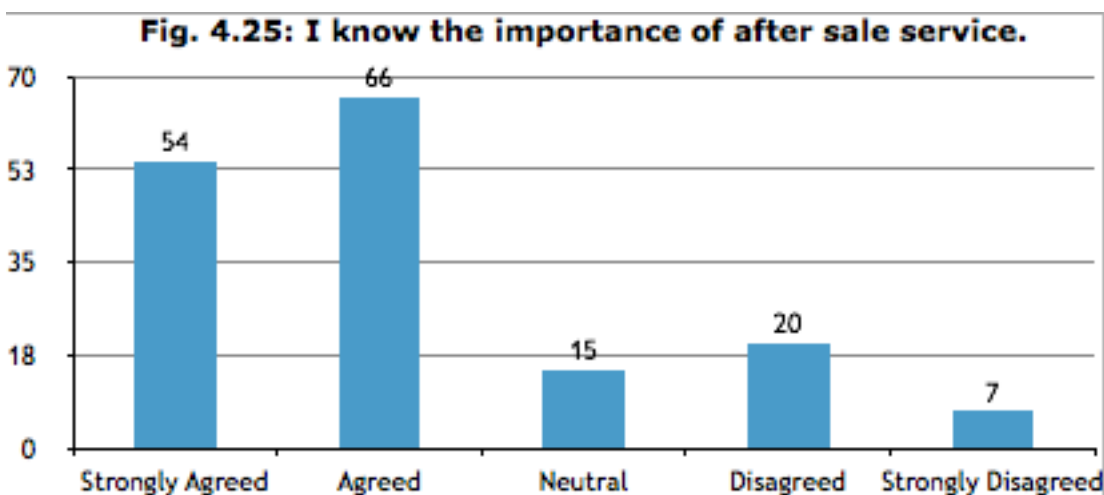
Data Analysis and Interpretations

Introduction

This chapter is designed to present, analyze and interpret the data (questionnaires) retrieved from the one hundred and seventy-five (175) selected staffs of Coca-Cola Company Nigeria Plc, Abuja branch. For simplicity of data analysis and interpretation, this chapter is structured into three sections. The first section presents an overview of the data with the aid of the descriptive analysis stated in the preceding chapter. The second section subjected the data to inferential analysis also stated in the preceding chapter. The last section discusses the results obtained, especially from the inferential analyses with emphasis to their consistency or inconsistencies with extant empirical studies.

Overview of Data Collection

One hundred and seventy-five (175) structured questionnaires were administered to the selected staffs of Coca-Cola Company Nigeria Plc, Abuja branch but only one hundred and sixty-two (162) questionnaires were duly filled and retrieved. This gives a response rate of 93%. Consequently, the empirical analyses were done using all the questionnaires.



Source: Field Survey, 2017

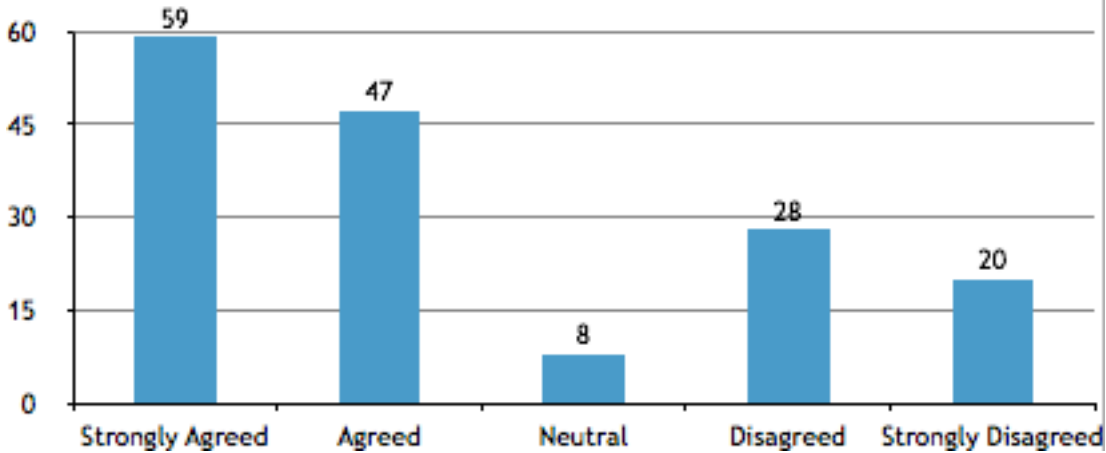
The Table 4.25 (above) shows that 54 (or 33.3%) respondents “Strongly Agreed” with the statement, 66 (or 40.7%) respondents “Agreed” with

statement, 15 (or 9.3%) respondents are “Neutral”, 20 (or 12.3%) respondents “Disagreed” with the statement and 7 (or 4.3%) respondents “Strongly

Disagreed” with the statement. This distribution shows that majority of the respondents strongly

agreed that they know the importance of after-sales service.

Table 4.26: Top management communicates the importance of service.

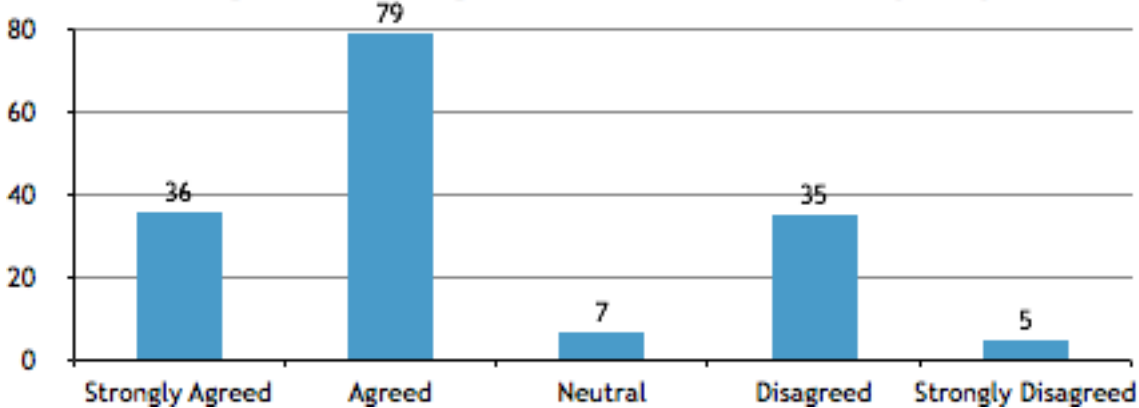


Source: Field Survey, 2017

The Table 4.26 (above) shows that 59 (or 36.4%) respondents “Strongly Agreed” with the statement, 47 (or 29.0%) respondents “Agreed” with statement, 8 (or 4.9%) respondents are “Neutral”, 28 (or 17.3%) respondents “Disagreed” with the

statement and 20 (or 12.3%) respondents “Strongly Disagreed” with the statement. This distribution shows that majority of the respondents strongly agreed that top management communicates the importance of service.

Fig. 4.27: Management measures service quality.

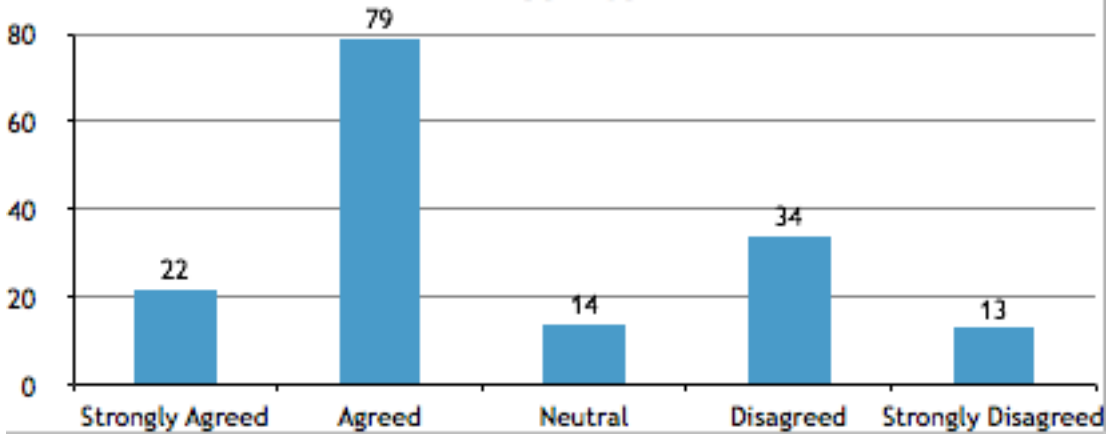


Source: Field Survey, 2017

The Table 4.27 (above) shows that 36 (or 22.2%) respondents “Strongly Agreed” with the statement, 79 (or 48.8%) respondents “Agreed” with statement, 7 (or 4.3%) respondents are “Neutral”, 35 (or 21.6%) respondents “Disagreed” with the

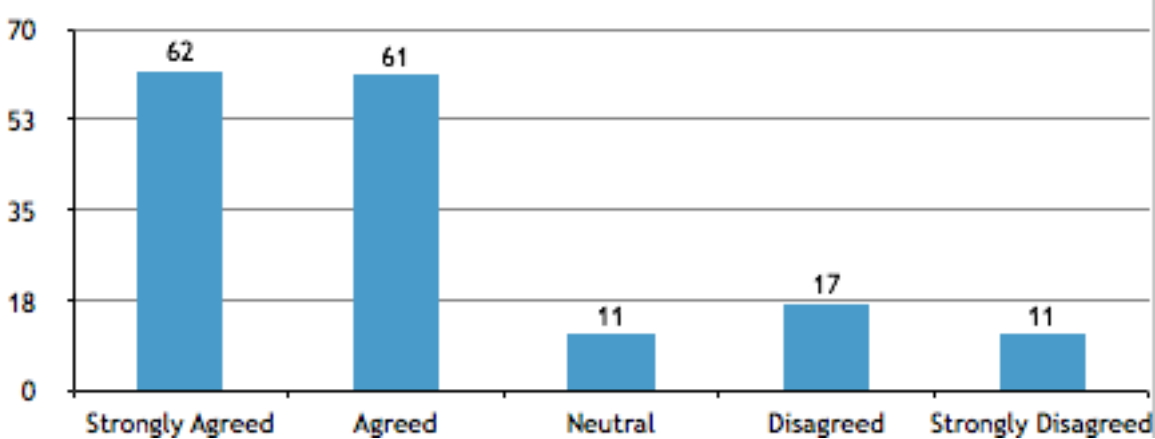
statement and 5 (or 21.6%) respondents “Strongly Disagreed” with the statement. This distribution shows that majority of the respondents merely agreed that management measures service quality.

Fig. 4.28: Management shows care in achieving customer service.



Source: Field Survey, 2017

Fig. 4.29: Management provides the necessary resources to excellent service.



Source: Field Survey, 2017

The Table 4.29 (above) shows that 62 (or 38.3%) respondents “Strongly Agreed” with the statement, 61 (or 37.7%) respondents “Agreed” with statement, 11 (or 6.8%) respondents are “Neutral”, 17 (or 10.5%) respondents “Disagreed” with the statement and 11 (or 6.8%) respondents “Strongly Disagreed” with the statement. This distribution shows that majority of the respondents strongly agreed that management provides the necessary resource to excellent service.

The Table 4.30 (above) shows that 57 (or 35.2%) respondents “Strongly Agreed” with the statement, 76 (or 46.9%) respondents “Agreed” with statement, 8 (or 4.9%) respondents are “Neutral”, 8 (or 4.9%) respondents “Disagreed” with the

statement and 13 (or 8.0%) respondents “Strongly Disagreed” with the statement. This distribution shows that majority of the respondents agreed that management gives input and leadership in creating quality service.

4.3 Data Analysis

This section deals with the validation of the formulated hypotheses using inferential analyses as well as some relevant data presented under the Section B above. This is considered germane so as to achieve the cardinal objectives/research question. The inferential statistics used are simple regression and correlation techniques. They are tested as follows:

H₀₁: Job satisfaction has a positive impact on employee service orientation behavior.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .931 ^a | .866 | .865 | 3.13594 | .866 | 1034.372 | 1 | 160 | .000 |

Source: Researcher’s Computation using the SPSS V.21.0

The model summary results above shows that the relationship between the predictors and dependent variables, depicted by the regression coefficient (R) value is .931 (93.1%). This means that there is a strong relationship between the two variables. Also, as indicated by the table, the variations in dependent variable as a result of the predicting variable, as indicated by R-Square value, is .866 (86.6%). This implies that about 86.6% variations in (employees’) Service Orientation Behavior is explained by the Job Satisfaction with the

remaining 13.4% being accounted for by other factors not included in the model.

The F-Change is 1034,372. This value is significant because the significance level is =.000 which is less than the 5%. This result implies that overall; regression model is statistically significant, valid and fit. This suggests implicitly that the independent variable explains that there is a positive and significant relationship between dependent and independent variables.

Table 4.32: Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .408 | .687 | | .593 | .554 |
| | Job Satisfaction | .758 | .024 | .931 | 32.162 | .000 |

a. Dependent Variable: Service Orientation Behaviour

Source: Researcher’s Computation using the SPSS V.21.0

The coefficients regression table above shows that Job Satisfaction has .931 coefficient value with t-statistics value of 32.162 and Sig. value of .000. The implication of this is that increase in Job Satisfaction by one percent, holding other variables constant, will lead to rise in Service Orientation Behavior by 93.1%. This result is significant in view of the Sig. value (of .000) which is far less than 5%.

Based on the empirical result depicted by the regression analysis, it is obvious that - Job satisfaction has a positive impact on employee service orientation behavior – therefore, the above alternative hypothesis is accepted.

H₀₂: Job satisfaction has an impact on service quality.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .891 ^a | .794 | .793 | 2.10058 | .794 | 616.103 | 1 | 160 | .000 |

Source: Researcher’s Computation using the SPSS V.21.0

The model summary results above shows that the relationship between the predictors and dependent variables, depicted by the regression coefficient (R) value is .891 (89.1%). This means that there is a strong relationship between the two variables. Also, as indicated by the table, the variations in dependent variable as a result of the predicting variable, as indicated by R-Square value, is .793 (79.3%). This implies that about 79.3% variations in Service Quality is explained by the Job Satisfaction with the remaining 20.7% being

accounted for by other factors not included in the model.

The F-Change is 616.103. This value is significant because the significance level is =.000 which is less than the 5%. This result implies that overall; regression model is statistically significant, valid and fit. This suggests implicitly that the independent variable explains that there is a positive and significant relationship between dependent and independent variables.

Table 4.34: Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .823 | .461 | | 1.787 | .076 |
| | Job Satisfaction | .392 | .016 | .891 | 24.821 | .000 |

a. Dependent Variable: Service Quality

Source: Researcher’s Computation using the SPSS V.21.0

The coefficients regression table above shows that Job Satisfaction has .891 coefficient value with t-statistics value of 24.821 and Sig. value of .000. The implication of this is that increase in Job Satisfaction by one percent, holding other variables constant, will lead to rise in Service Quality by

89.1%. This result is significant in view of the Sig. value (of .000) which is far less than 5%. Based on the empirical result depicted by the regression analysis, it is conspicuous that - Job satisfaction has an impact on service quality – therefore, the above alternative hypothesis is accepted.

H₃: Service orientation has an impact on service delivery.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .913 ^a | .834 | .833 | 1.88299 | .834 | 805.829 | 1 | 160 | .000 |

Source: Researcher’s Computation using the SPSS V.21.0

The model summary results above shows that the relationship between the predictors and dependent variables, depicted by the regression coefficient (R) value is .913 (91.3%). This means that there is a strong relationship between the two variables. Also, as indicated by the table, the variations in dependent variable as a result of the predicting variable, as indicated by R-Square value, is .834 (83.4%). This implies that about 83.4% variations in Service Quality is explained by the Service Orientation Behavior with the remaining 16.6%

being accounted for by other factors not included in the model.

The F-Change is 805,829. This value is significant because the significance level is =.000 which is less than the 5%. This result implies that overall; regression model is statistically significant, valid and fit. This suggests implicitly that the independent variable explains that there is a positive and significant relationship between dependent and independent variables.

Table 4.36: Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------------------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 1.112 | .395 | | 2.819 | .005 |
| Service Orientation Behaviour | .493 | .017 | .913 | 28.387 | .000 |

a. Dependent Variable: Service Quality

Source: Researcher’s Computation using the SPSS V.21.0

The coefficients regression table above shows that Service Orientation Behavior has .913 coefficient value with t-statistics value of 28.387 and Sig. value of .000. The implication of this is that increase in Service Orientation Behavior by one percent, holding other variables constant, will lead to rise in Service Quality by 91.3%. This result is significant in view of the Sig. value (of .000) which is far less than 5%. Based on the empirical result revealed from the regression analysis, it is apparent that - Service orientation has an impact on service delivery – therefore, the above alternative hypothesis is accepted.

Discussion of Findings

Empirical evidences from the hypotheses tested have produced three findings based on the hypotheses which are worthy of empirical elucidation. First, it was found out that Job satisfaction has a positive impact on employee service orientation behavior. This is agrees with conventional wisdom because satisfied employees show reciprocal behaviors and support parties from whom they benefited. Support parties include co-employees, information flows and relationship with co-employees and customers. Job satisfaction of

employees would therefore have a positive effect on the service-oriented behavior of employees. Also, an employee’s job satisfaction and customer orientation behavior in service settings are said to determine many organizational outcomes; such as income, growth, customer satisfaction, employee loyalty, etc. Employees satisfied with job characteristics in turn results in happy customers, these results consequently benefit the organization with greater revenue and market share. It can be asserted that employees who are satisfied with their job, have a positive feeling towards the customer and the work to benefit the customers. This finding agrees with most extant studies such as Dorothea (2014), Anele and Tiebiri (2013), Athar (2014), Williams and Anderson (2011) and Yousef (1998).

Also, this study found out that job satisfaction has an impact on service quality. This means the ability to manage the service quality should be done by giving attention to job satisfaction. In other words, service quality depends on employee job satisfaction. This study examined the relationship between service quality and employee satisfaction. Service quality of is evaluated by the customer, while employee satisfaction using employee’s self-

assessment. A strong relationship between employee satisfaction and customer satisfaction with the service quality is considered very important for managerial strategy that focuses on a comprehensive approach to manage service quality. Numerous researches have indicated that job satisfaction has a significant impact on service quality some of these studies are Abubakar (2014), Abdulsalam et. al. (2014), Alabar, Dorothea (2014), Yee, et. al. (2014) and Abubakar (2013) and Piriathanalai and Muenjohn, (2012).

Lastly, this study discovered that service orientation has an impact on service delivery. This suggests that employee service orientation can impact the company's reputation for customerservice, and affect its success in organizations. Every action of employees affects customer's satisfaction. A satisfied customer tends to become a loyal customer. A large number of loyal guests lead to company profits and favorable competitive position in the market, which is the ultimate goal of any organization. In order to have service-oriented staff, an organization must provide them with the specific working conditions. On the other hand, only a satisfied employee can be service-oriented. The optimal procedure of serving, support and motivation, reduction of work pressure, and the perception of customer needs have a positive impact on guests. Furthermore, an employee who is satisfied with the treatment at work does not intend to leave the workplace. The employee's leaving from the company is on the one hand the cost, while on the other hand it affects the performance of all remaining employees, which is undesirable for the organization. This finding is consistent with avalanches of existing studies such as Ivkov, et. al. (2016), Cedric, et. al. (2015), Jayawardhena and Farrell (2013), Rong-Da, et. al. (2010) etc.

Conclusions

There is no gainsaying to the fact; business operating environment is multifaceted spurred by current wave of globalization, technological advancement, increasing demands, intense competition and fastidious consumers, market expansion, etc. Thus, the need to provide quality service by organization cannot be overemphasized. However, the results of this study have (further)

confirmed the statistical and positive significance of Job Satisfaction on Employee Service Orientation at Coca-Cola Company Nigeria Plc. Employees have been conventionally agreed to be the most valuable organizational resource, thus, any company that ensures their satisfaction ultimately motivates them towards efficient and effective service orientation which can help to ensure competitive advantage for the company. Undoubtedly, service orientation is uncontentiously an indisputable antecedent for the viability of an organization such; as the Coca-Cola bottling Company Nigeria to render quality product. Employees satisfied with job characteristics in turn results in happy customers, these results consequently benefit the organization with greater revenue and market share. To this end, it is suffice to say that service-oriented firms will not only meet the desires and expectations of their diverse customers but also ensure their retention and continuous patronage. It can equally be asserted that employees, who are satisfied with their job, have a positive feeling towards the customer and the work to benefit the customers. It is therefore conclusive that employees' job satisfaction is an intrinsic motivational technique an organization that intends to modify or achieve a particular type of service-orientation can rely on. Consequently, organization needs to identify what leads to job satisfaction among their employees so as to achieve improved and sustainable service quality. Empirical evidences from the hypotheses tested have produced three findings based on the hypotheses which are worthy of empirical elucidation.

First, it was found out that Job satisfaction has a positive impact on employee service orientation behaviour. This is agrees with conventional wisdom because satisfied employees show reciprocal behaviours and support parties from whom they benefited. Support parties include co-employees, information flows and relationship with co-employees and customers. Job satisfaction of employees would therefore have a positive effect on the service-oriented behaviour of employees.

Lastly, this study discovered that service orientation has an impact on service delivery. This suggests that employee service orientation can impact the company's reputation for

customerservice, and affect its success in organizations. Every action of employees affects customer's satisfaction. A satisfied customer tends to become a loyal customer. A large number of loyal guests lead to company profits and favourable competitive position in the market, which is the ultimate goal of any organization. In order to have service-oriented staff, an organization must provide them with the specific working conditions. On the other hand, only a satisfied employee can be service-oriented. The optimal procedure of serving, support and motivation, reduction of work pressure, and the perception of customer needs have a positive impact on guests. Furthermore, an employee who is satisfied with the treatment at work does not intend to leave the workplace. The employee's leaving from the company is on the one hand the cost, while on the other hand it affects the performance of all remaining employees, which is undesirable for the organization. This finding is consistent with avalanches of existing studies such as Ivkov, et. al. (2016), Cedric, et. al. (2015), Jayawardhena and Farrell (2013), Rong-Da, et. al. (2010) etc.

Recommendations

1. Since it has been found that job satisfaction impact on service quality, managements are advised to concentrate on regular monitoring of employees' satisfaction, evaluate their progress and reward them for their productivity. They should create a more enabling environment to motivate the employees in other to enhance their service delivery in line with the findings of hypothesis one which suggests that there is a significance relationship between job satisfaction and employee service orientation

2. Management of Coca-Cola bottling Nigeria are advised to provide effective and nonstop organizational support for their employees (through training and development as well as seminars and workshops etc. both home and abroad) in order to avoid challenges arising from their inability to render superior service or inconsistency in service delivery. The managerial support for employee motivation will enable them to cogitate progressively, visualize their shared-goals and articulate them to provide optimal service orientation which ultimately shapes and reshapes service delivery. The management should train its

staff at all levels in order to maintain quality services to their customers in order to attract customer loyalty.

3. Professionals in the area of total quality management should be engaged in the organization to ensure holistic check on the quality delivery of the employees.

4. Proper orientation should be given to the employees during recruitment to ensure full compliance in the organization

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Appendix
Hypothesis 1:

Variables Entered/Removed^b

| Mod el | Variables Entered | Variables Removed | Method |
|-----------|----------------------------------|----------------------|--------|
| 1 | Job Satisfaction ^a | . | Enter |

a. All requested variables entered.

b. Dependent Variable: Service Orientation Behaviour

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|----------|-------------------|
| 1 | Regression | 10172.145 | 1 | 10172.145 | 1034.372 | .000 ^a |
| | Residual | 1573.460 | 160 | 9.834 | | |
| | Total | 11745.605 | 161 | | | |

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Service Orientation Behaviour

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|----------------------|----------|----------|---------|----------------|-----|
| Predicted Value | 7.2274 | 32.9910 | 21.0494 | 7.94865 | 162 |
| Residual | -5.62471 | 11.79775 | .00000 | 3.12619 | 162 |
| Std. Predicted Value | -1.739 | 1.502 | .000 | 1.000 | 162 |
| Std. Residual | -1.794 | 3.762 | .000 | .997 | 162 |

a. Dependent Variable: Service Orientation Behaviour

Hypothesis 2:

Variables Entered/Removed^b

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------------------|-------------------|--------|
| 1 | Job Satisfaction ^a | . | Enter |

a. All requested variables entered.

b. Dependent Variable: Service Quality

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 2718.506 | 1 | 2718.506 | 616.103 | .000 ^a |
| | Residual | 705.987 | 160 | 4.412 | | |
| | Total | 3424.494 | 161 | | | |

a. Predictors: (Constant), Job Satisfaction

b. Dependent Variable: Service Quality

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|----------------------|----------|---------|---------|----------------|-----|
| Predicted Value | 4.3484 | 17.6672 | 11.4938 | 4.10915 | 162 |
| Residual | -3.74990 | 4.89972 | .00000 | 2.09404 | 162 |
| Std. Predicted Value | -1.739 | 1.502 | .000 | 1.000 | 162 |
| Std. Residual | -1.785 | 2.333 | .000 | .997 | 162 |

a. Dependent Variable: Service Quality

Hypothesis 3:

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 2857.190 | 1 | 2857.190 | 805.829 | .000 ^a |
| | Residual | 567.304 | 160 | 3.546 | | |
| | Total | 3424.494 | 161 | | | |

a. Predictors: (Constant), Service Orientation Behaviour

b. Dependent Variable: Service Quality

Residuals Statistics^a

| | Minimum | Maximum | Mean | Std. Deviation | N |
|----------------------|----------|---------|---------|----------------|-----|
| Predicted Value | 6.5374 | 21.3337 | 11.4938 | 4.21266 | 162 |
| Residual | -5.34725 | 4.54411 | .00000 | 1.87713 | 162 |
| Std. Predicted Value | -1.177 | 2.336 | .000 | 1.000 | 162 |
| Std. Residual | -2.840 | 2.413 | .000 | .997 | 162 |

a. Dependent Variable: Service Quality