

UNIVERSITI TEKNOLOGI MARA

**THE MODERATING ROLES OF
ORGANIZATIONAL CULTURE AND
LEARNING ORIENTATION ON THE
RELATIONSHIP BETWEEN
INDIVIDUAL MARKET
ORIENTATION AND JOB
PERFORMANCE**

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of the requirements for the degree of
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AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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ABSTRACT

The scope of this study is focused on business-to-business (B2B) salespeople of financial institutions, often referred to as Relationship Managers (RM). As representatives who represent their firm, RMs' performance is guided by their behaviour pertaining to customer knowledge. Previous researches within the field of knowledge management (KM) emphasized on the organizational knowledge and its application in firms' learning process and performance. Lately, there has been a growing emphasis positioned on both knowledge management and customer relationships, which are referred to as customer knowledge management (CKM). CKM is viewed as an enhancement of KM practices that focuses on the understanding of the customers' needs and wants to build sustained customer relationships. However, little has been known so far on the roles of customer knowledge within individuals' social psychology contexts, where traditional relational marketing activities are the focal areas of research interest compared to IT-driven marketing processes. Furthermore, there are gaps in the literature to empirically support the customer knowledge-oriented behaviour construct at the individual level. Due to the fact that customer knowledge is embedded in both marketing and knowledge management activities, existing and relevant models on market orientation and CKM were reviewed and assimilated to justify the use of the individual market orientation (I-MARKOR) construct, in order to fill such knowledge voids. In this regard, individual market orientation appears to be a manifestation of customer knowledge-based conduct that involves acquisition, dissemination and strategic responses to customer knowledge. Based upon the tenets of Social Cognitive Theory and Knowledge Theory, an empirical model that analyses direct relationship between job performance and individual market orientation variables is established. The moderating roles of organizational culture (external environment) and learning orientation (individual cognitive differences) on the abovementioned relationship are also investigated. Results from a field study involving 539 RMs from 18 banks across the Klang Valley demonstrate evidence for construct validity and reliability. In terms of direct causal-outcome models, five out of nine hypothesized direct relationship between I-MARKOR and job performance variables are found to be significant. In terms of testing the hypothesized contingent relationships, moderated regression analyses were conducted using Hayes' PROCESS macro tool. Among the five moderator constructs, only Adhocracy and Group Culture are found to have moderating effects on the I-MARKOR and job performance links. The statistical findings are further illustrated using conditional effect diagrams via Johnson Neyman technique to visualize and understand whether the interactions are either significant across all values or certain values of the moderating variables. Thus, this research contributes to the existing literature by modelling individual market orientation conduct as predictors of job performance that is contingent upon inculcation of certain cultural values in the workplace. Theoretical and practical implications were discussed to provide insights for future research in this area.

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CHAPTER ONE

INTRODUCTION

1.1 RESEARCH BACKGROUND

Scholars and practitioners have long identified knowledge as one of the most important resources that contribute to the competitive advantage of an organization. Successful companies are made up of those who fully utilize the knowledge that they have to retain their customers (Mukherji, 2012). While knowledge management builds an organization's capacity based on employees' experience and knowledge, the perspective of customer knowledge management is much more extensive (Gibbert, Leibold & Probst, 2002).

Customer knowledge management involves interfacing with both the internal organization and customers. Rather than being organizational learning-centric, customer knowledge management is much more customer-centric (Gebert, Geib, Kolbe & Brenner, 2003). Based on this premise, customer knowledge management is deemed important for marketing and customer-contact employees to interact with the customers especially in a high customer contact environment. Employees who possess customer knowledge-oriented behaviour effectively learn and use customers' knowledge within the organization, and between the organization and the customers (Herhausen & Schögel, 2013).

In the era of social network marketing and high speed internet mobile access, marketers' ability of getting the right message to the right customers across multiple media platforms are crucial for them to be competitive. Intimate relationships can be built instantly without the traditional face-to-face and voice interaction between service providers and customers, which are something impossible over the past two decades. The competitive advantage falls on those who are quick to address the customers' needs and wants through personalized and customized attention (Lesser, Mundel & Wiecha, 2000).

In the most competitive service environment, the customers' personalized attention requires the marketers' involvement at the individual level. The ability to know the five Ws (what, why, where, which and when) and an H (how) of a customer's