

IMPACT OF EMPLOYEE CHARACTERISTICS AND THEIR PERFORMANCE ON CUSTOMER SATISFACTION

¹ Abdus Sattar Abbasi, ² AbdUL Khaliq Alvi

COMSATS Institute of Information Technology Lahore Pakistan,

e-mail: drabdussattar@ciitlahore.edu.pk, Mobile: +92 300 5200567

² Peak Solutions College, Griffin Campus Lahore Pakistan, e-mail: khaligalvi@gmail.com

ABSTRACT: *This study aims to examine the impact of employee characteristics (empathy, expertise and reliability) on employee performance and customer satisfaction in a mobile phone service provider of Pakistan. In addition to that study also seeks to investigate the influence of employee performance on customer satisfaction. Findings of the study indicate that employee characteristics and employee performance positively persuade customer satisfaction in a mobile phone service provider of Pakistan. Moreover, empathy and reliability positively influence employee performance, whereas, expertise and reliability strongly impact customer satisfaction. A survey research was carried out in a mobile phone service provider of Pakistan with the help of structured questionnaire. Questionnaire consisted of 37 items adopted from previous studies to observe employee characteristics, employee performance and customer satisfaction. This study evaluated impact of three employee characteristics including empathy, reliability and expertise. Current study is adding to the body of literature by assessing the relationship of these employee characteristics, employee performance and customer satisfaction in a business organization in Pakistani cultural context.*

Keywords: *Employee characteristics, Employee Performance, Customer satisfaction, mobile phone service provider of Pakistan*

1. INTRODUCTION

There had been several studies in past investigating relationship between employee behavior and customer satisfaction. These findings provide experimental verification of positive relationship between employees' characteristics and customer satisfaction [1-2-3-4-5]. Strong associations of these variables have influential impact on managerial practices. Currently, a lot of organizations have spent extensive resources on the practices that will enable them to enhance customer satisfaction [6-7].

This study aims to investigate the relationship between employee characteristics, performance and customer satisfaction in one of the leading cellular providing organization of the Country. It will be interesting for both academics and practicing managers to delve into such exploration to better understand dynamics of employee behavior and customer satisfaction in cellular industry. From an academic perspective, this study will provide deeper insight into the relationship between these three constructs in local context in general and in cellular industry in particular. From a managerial perspective, this research would help industry professionals to understand relevance of employee characteristics and their performance to ensure customer satisfaction. In current study researchers will focus on employees' characteristics (such as empathy, expertise and reliability), performance dimension (such as efficiency, responsibility and integrity) and customer characteristics (such as pleasure, collaboration and Expectations).

2. LITRUTURE REVIEW

Customer Satisfaction

The ultimate objective of the organizations now a days is to satisfy a cluster of target customers with the help of competitive advantage, generally because "returns achieved are possible through building profitable relationships with customers and is considered the lifeblood of operating

firms" [8]. In fact, developing positive customer relations and to enhance the level of customer satisfaction are regarded as the basic drivers of long term organizational financial performance [9]. Findings of the research conducted by Homburg et al. [10] concluded that customer satisfaction significantly affected consumer's motivation to pay. Higher customer satisfaction results in repeat/frequent purchases. Luo and Bhattacharya [11] proposed that customer satisfaction is associated with market value of the product and organization.

Satisfaction is defined as the "customer's reaction towards the assessment of perceived difference between prior expectations and real performance" [12]. Satisfaction is regarded generally as the perceptions of individuals; these are not built in the products or services; so, various customers will articulate different extents of satisfaction for the same experienced product or service [13]. Moreover, it is argued that satisfaction has both the emotional and cognitive perspectives [14]. These dimensions visualize the impacts of cultures on attitudes and perceptions which formulate the behavior of individuals [15].

Customer satisfaction is viewed as an important parameter of organizational success and has highlighted to have influential impact on attitudes, repurchasing and word of mouth Sivadas and Baker-Prewitt [16], to be a significant antecedent of future demands Kasper [17], to affect profitability Anderson et al. [18], and in future, leads to customer loyalty [19]. Moreover, the findings of Day [20] concludes that consumer satisfaction leads to higher level of consumer retention while Huber et al. [21] asserts that customer satisfaction is associated with willingness of customers to pay higher prices.

Employee Characteristics

The previous studies have proposed two types of employee characteristics. First is about the personal selling that is

consisted of various characteristics of workers and which has influence on worker-customer interactions [22-23-24-25]. Second type of employee characteristics are related to services marketing studies that evaluate the expectations of consumers about service encounters [26-27-28-29]. Customers are likely to focus on different employees compared with their certain characteristics [27- 30]. In other words customers hesitate to make interaction with the employees having lack of certain characteristics.

That's why workers revealing specific characteristics will be more noticeable to consumers than those workers who have lack of those qualities. Homburg and Stock [31] selected three broadly investigated employee characteristics that generally have influential impact to the level to which employee is noticeable to the consumers, and hence will have impact on their satisfaction. These characteristics include empathy, expertise and reliability.

Empathy

The term empathy is defined as "the capability of visibly defined project for the trust of others, to attain and visualize the appropriate assessment of other's beliefs, attitudes and behavior" [32]. Empathy was considered as the response of persons towards the acknowledged experiences of others [33-34]. This illustration specify two wide ranges of responses; the cognitive and logical response that is considered as the expertise to be familiar with thinking, emotions and objectives [35]. Second range of empathy describes the psychological response to others. The first aspect of empathy i.e. cognitive has been broadly accepted regarding studies of marketing [34]. The previous findings conclude that this aspect can directly be associated with buyer seller relations [32]. Consequently, the cognitive aspect of empathy can facilitate to highlight the significant relation of empathy between work satisfaction and consumer satisfaction.

The significance of empathy in buyer-seller interaction has been accepted in emotional Davis [33], Hogan and Hogan [36], and marketing related studies [37-38]. In this perspective, mostly results were linked with the influence of empathy on interactions with consumers [37-39]. The experimental studies conclude that there is positive relationship between empathy and interactional procedure of workers and consumers Boorum et al. [40], Castleberry and Shepherd [41] and these interactions stimulate better relations [37]. Hence, lower levels of worker empathy leads to weaker interactional level between workers and consumers and that leads to less customer satisfaction. Furthermore, the variable of empathy plays a mediating role between the job satisfaction of workers and customer satisfaction. The greater degree of empathy of salespersons stimulates the relation of job satisfaction of salespeople and consumer satisfaction [31].

Expertise

The concept of expertise is defined as having the skills and capabilities to perform a task [42]. These skills are consisted of suitable and essential information about product offerings

and its manufacturing [43-25]. Salespeople having efficient expertise play significant role in problem solving, have the propensity to face the challenges and have enough knowledge about the expectations of the target market. According to Anderson and John [44], Collins [45] expertise has been broadly investigated in the personal selling studies. There are some other researchers like Weitz et al. [25] who described expertise as building the mediating relation between selling actions and selling performance (which contains consumer satisfaction). The findings of the previous studies highlight that customer pays attention to the information from salespeople who have higher degree of expertise [46-47]. According to the findings of Homburg and Stock [31], the salesperson's reliability is significantly affecting the relationship between salesperson's performance and consumer satisfaction.

Reliability

Reliability is defined as the degree to which a salesperson ensures that he is providing services matched with value proposition Parasuraman, Zeithaml and Berry [28], and the advices of customers are considered significant. According to Carman [48], Parasuraman, Zeithaml and Berry [28], this concept is broadly investigated in the perspective of employees and customers interaction. In common, these different researches and studies have recognized numerous positive results regarding employee reliability [28-49]. As Chenet, Tynan and Money [27], Cooper and de Bretani [50], have stated that the customers are more concerned about the reliability aspect, so they are interested to get more information about the product and the salesperson. That's why the satisfaction of customer for the salespersons is more noticeable or they have greater impact on the customers than the unreliable salespeople. Hence, reliability of salesperson is a predictor of customer satisfaction. According to the findings of Homburg and Stock [31] greater the salesperson's reliability, more significant the relationship is between salesperson's work performance and consumer satisfaction.

Employee Performance

Employee performance can be defined as "the process that supports the organizational control system by linking the work of each individual employee or manager to the overall mission of the work unit" [51]. The administration of employees is difficult and multifarious task. With the help of employee performance one can also predicts about "the satisfaction, slowness, absenteeism, enthusiasm, commitment, and endeavor of employees" [18]. Employee job performance is the main predictor of organizational effectiveness which can enhance productivity of the firm [52]. The concept of employee performance is widely used in industrial and organizational psychology as a important dependant variable [52]. Moreover, training & development and job

Research Model

Dependent Variables Independent Variable

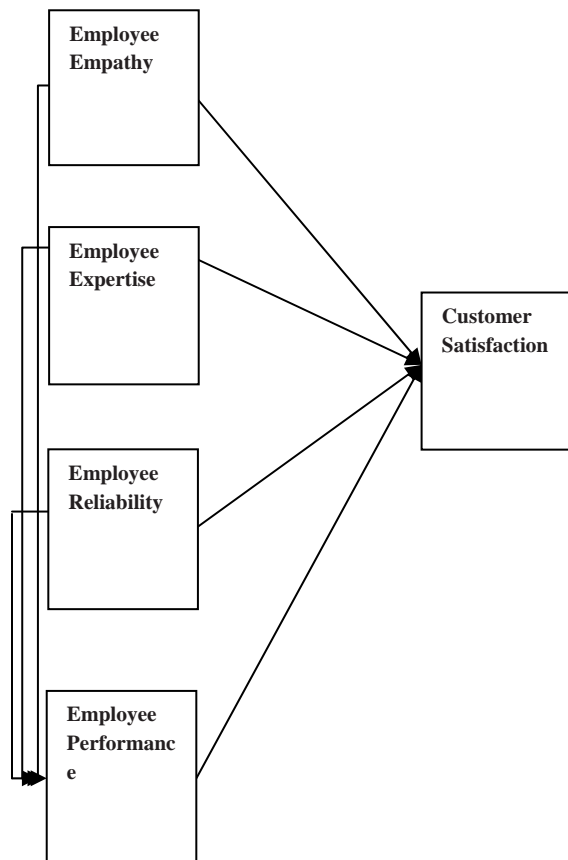


Figure No: 1 Hypothesized Research Model

restructuring; improvement would enhance the level of employee job performance [53]. Borman [53], also concludes that with the help of literature concept of employee job performance can be define with the help of two concepts named as task performance & contextual performance. Traditionally, employee job performance has contained to main task related actions and these actions are good indicators of job performance [53]. Task and contextual performance can be defined with the help of literature of Industrial psychology and management. It may be defined as “the proficiency with which incumbents perform activities that are formally recognized as part of their jobs activities that contribute. Podsakoff et al. [54], have demonstrated that both task performance and contextual performance contribute to effectiveness”.

Stathakokopoulos [55], concludes that efficiency, responsibility and Integrity are the main part of employee performance. That is why this study mainly focuses the characteristics of employee performance such as efficiency, responsibility and Integrity.

3. HYPOTHESES

Homburg and Stock [31], selected three broadly investigated employee characteristics that generally have influential impact to the level to which employee satisfaction is noticeable to the customers, and hence the level to which employee satisfaction will have impact on satisfaction of customers. Homeburg and Stock [31], verified the combined relationship of these characteristics on customer satisfaction;

these characteristics include empathy, expertise and reliability. Current study attempts to examine both combine as well as individual affect of these characteristics on customer satisfaction in a leading cellular company of the Country. In addition to that current study aims to study impact of employee characteristics (empathy, expertise and reliability) on their performance and relationship of the performance with customer satisfaction.

On the basis of above discussion, this study has proposed following hypotheses.

H1: There is positive impact of employee’s empathy on employee performance and customer satisfaction.

H2: Employee’s expertise positively influences employee performance and customer satisfaction.

H3: Employee’s reliability is positively associated with employee performance and customer satisfaction.

H4: Employee’s performance has direct influence on customer satisfaction.

4. METHODOLOGY

Instrumentations

A scale of 37 items was used to collect the data. Nine items scale was adopted by Homburg & Stock [31], for evaluating customer satisfaction. Employee characteristics were assessed by twelve items scale, this scale was used by Homburg & Stock [31], five items were used for measuring empathy, three items were used to assess expertise of employees and four items were used to determine reliability of employees. Employee performance was measured with the help of 16 items scale. This scale was used by [55].

Data Collection

During data collection process respondents were guaranteed about privacy and confidentially [56]. Total 305 questionnaires were distributed to the customer and employees of the a mobile phone service provider of Pakistan during 4 months in 16 offices, incorporating pick up and drop off method [57]. Top level, middle level and supervisory level employees were considered as key respondents for this study. 252 complete questionnaires were returned .back. Thus, response rate of this study is 82%.

Sample

Sample size consisted of 252 respondents. 101 employees of a mobile phone service provider of Pakistan and 151 customers of the same organization participated as respondents for this study. Employees of mobile service provider were taken with the help of simple random sampling technique. And customers of the same organization were taken with the help of systematic random sampling technique by considering every fifth customer as the target respondent for this study.

5. DATA ANALYSIS

Table 1 exhibits frequency distribution of respondents. Of the sample 78% were male and 22% female, 68% were less than 28 years of age and 94% hold graduate and master degrees. Table 2 shows correlation between different variables.

There is significant relationship between expertise and empathy of the employees ($r = 0.694^{**}$). Reliability and expertise of employees are significantly correlated with each other ($r = 0.726^{**}$). Similarly, reliability and employee performance are also positively associated with each other ($r = 0.726^{**}$ $p < 0.01$). Table 2 describes that empathy, expertise and reliability (named as employee characteristics in this study) are strongly correlated with employee performance and customer satisfaction. Findings of the study conform to Homburg and Stock [31]; where employee characteristics, empathy, expertise and reliability, are strongly correlated with customer satisfaction. It means firms having employees with such characteristics can be sure of better customer satisfaction. Table No 2 also describes that there is strong correlation between employee characteristics and employee performance, and at the same time, employee performance is correlated to customer satisfaction. These results suggest that employee characteristics, their performance and customer satisfaction are closely knitted elements. Therefore organizations have to have holistic approach to develop reliable employees having immense expertise and volume of empathy to ensure superior performance and enhanced customer satisfaction to achieve medium and long-term organizational objectives.

Table 2: Correlation table of variables

	Empathy	Expertise	Reliability	Performance	C. S.
Empathy	-				
Expertise	0.694**	-			
Reliability	0.623**	0.726**	-		
Performance	0.568**	0.587**	0.664**	-	
C. Satis.	0.586**	0.677**	0.720**	0.628**	-

** Correlation is significant at the 0.01 level,
* Correlation is significant at the 0.05 level

Table 1: Frequency Distribution

Variable	Categories	Frequency	Percentage	Cumulative
Gender	Male	196	77.8	77.8
	Female	56	22.2	100.0
	Total	252	100.0	
Age Group	21-28 Years	172	68.3	68.3
	29-36 Years	59	23.4	91.7
	37-44 Years	13	5.2	96.8
	45-52 Years	6	2.4	99.2
	Above 52 Years	2	.8	100.0
	Total	252	100.0	
	Managerial Level	Top Level	42	16.7
Middle Level		150	59.5	76.2
Supervisory Level		60	23.8	100.0
Total		252	100.0	
Qualification	Matriculation	5	2.0	2.0
	Intermediate	11	4.4	6.3
	Graduation	131	52.0	58.3
	Masters	105	41.7	100.0

Table 3: Regression Analysis for Employee Performance

	B	t	P
Constant	2.387	12.397	.000
Empathy	.190	3.624	.000
Expertise	.063	1.165	.245
Reliability	.334	6.809	.000
Adjusted R Square	0.492		
F	82.020		0.00
Durbin-watson	1.533		

Dependent Variable: Employee Performance

Table 3 was about the regression analysis. Regression was applied to check the impact of employee characteristics i.e. empathy, expertise and reliability on criterion variable i.e. employee performance. P value indicates extent of real relationship between variables. If the value of p is less than 0.1 then the relationship between those specific variables is considered significant. In current study it was hypothesized that there is positive relationship between employee characteristics and employee performance. Empathy has emerged as strong predictor of employee performance as its value of $\beta = 0.190$ and value of $p=0.00$ i.e. $< .01$. So, it is concluded that empathy has positive and significant impact on employee performance and it causes 19 % variation in employee performance. Similarly, second variable is expertise and it gives value of $\beta = 0.063$ and value of $p=.245$ i.e. greater than 0.1. Therefore, expertise is

insignificant to employee performance in this particular study. Furthermore, the reliability is another employee characteristic that is supposed to have positive influence on employee performance and it gives value of $\beta = 0.334$ and value of $p < .01$. Hence, it is concluded that reliability has positive influence on employee performance and it may cause up to 33% variation in employee performance. The value of F indicates the influence of repressors on dependent variable when they are accounted for between the dependent and independent variables of together. For positive relationship between dependent and independent variables the value of F should be greater but acceptable value is 25%. In above regression analysis the value of F is above 82. This figure visualizes that there is 82% association No t-value in above table is equal to zero that depicts that there is statistically positive relationship as a whole among variables Current study hypothesized that employee characteristics have significant impact on customer satisfaction. For this purpose it was supposed that empathy has a significant impact on customer satisfaction but regression analysis in Table 4 describes that the p value is greater than .01 which states that empathy has insignificant impact on customer satisfaction. Furthermore, $\beta = 0.205$ for second variable i.e. expertise and it gives value of $p = 0.00$ i.e. $< .01$. So, it is concluded that expertise is positively and significantly related to customer satisfaction and it may cause 21% variation in customer satisfaction. Reliability is another employee characteristic that was supposed to have positive influence on customer satisfaction and it gives value of $\beta = 0.301$ and value of $p < .01$. Hence, it is concluded that reliability has positive and significant influence on customer satisfaction and it may cause 30% variation in customer satisfaction. In below regression analysis the value of F is above 94. This figure visualizes that there is 94% association between the dependent and independent variables and no t-value in above table is equal to zero. It is accepted that if the value of P is less than 0.05, than the hypotheses are accepted. So in current study, all the hypotheses are accepted except two and those are (i) the relationship between the empathy and customer satisfaction, (ii) the relationship between the expertise and employee performance. Thus, it is concluded that expertise and reliability have significant influence on customer satisfaction and empathy and reliability have significant influence on employee performance. Furthermore employee performance has positive impact on customer satisfaction. The p value of first relationship in this table is 0.209 i.e. greater than 0.01. That reveals that there is insignificant relationship between empathy and customer satisfaction in the case of this particular mobile service provider. Similarly, Relationship of expertise and employee performance provides the value of p which is equal to 0.245 which is greater than 0.01. This indicates that expertise of employees has insignificant relationship with employee performance in

a mobile phone service provider of Pakistan. Dependent Variable: Customer Satisfaction

Table no 5 is provided the regression weights on the basis of SEM analysis. This table is also confirmed the results of regression analysis. This means that two hypotheses of the proposed study are rejected. And relevant p values of these relationships are below than the acceptable range i.e. 0.10.

Table 4: Regression Analysis for Customer Satisfaction

	B	t	P
Constant	.974	3.871	0.000
Empathy	.070	1.260	0.209
Expertise	.205	3.659	0.000
Reliability	.301	5.484	0.000
Adjusted R Square	.249		0.000
F	0.599		
Durbin-watson	94.738		

Dependent Variable: Customer Satisfaction

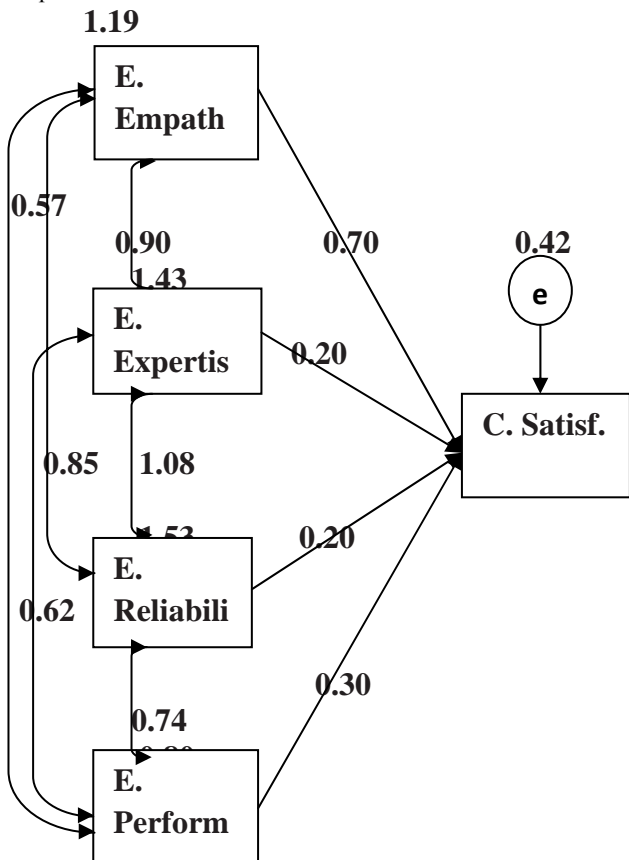


Figure 2: SEM analysis of research model

**Table 5: Summary of Model and Coefficients
On the basis of SEM analysis**

			P Value	Result
C.Satis.	←	Empathy	0.209	Reject
C.Satis.	←	Expertise	0.00***	Accept
C.Satis.	←	Reliability	0.00***	Accept
Performance	←	Empathy	0.00***	Accept
Performance	←	Expertise	0.245	Reject
Performance	←	Reliability	0.00***	Accept
C.Satis.	←	Performance	0.00***	Accept

6. CONCLUSION

According to the result of this study employee characteristics have positive impact on customer satisfaction. This result is consistent with the result of Homeborg and Stock (2005). At the micro level this study has verified the relationship of three kinds of employee characteristics i.e. empathy, expertise and reliability with customer satisfaction. The results indicate that expertise and reliability have positive impact of customer satisfaction in a mobile phone service provider of Pakistan, while empathy has insignificant impact on customer satisfaction. These results suggest that mobile service providers can enhance the level of customer satisfaction by strengthening expertise of their employees to enhance their reliability. Interestingly empathy, in this study, has nothing to do with customer satisfaction.

On the other hand empathy and reliability have significant impact on employees' performance, however, in mobile phone service providing sector probably expertise of an employee has no significant impact on their performance, which is again a unique outcome of this study.

These two contrasting results suggest to further explore impact of these dimensions in telecommunication sector of Pakistan in more detail. However there is positive and significant impact of employee performance on customer satisfaction in cellular service providing organizations. That speaks of the importance of individual commitment and determination to bring laurels to any organization and mobile service providers are no exception.

BIBLIOGRAPHY

1. K.L. Bernhardt, N. Donthu, P.A. Kennett, A longitudinal analysis of satisfaction and profitability, *Journal of Business Research*, 47(2), 161–171, 2000.
2. L.A. Schlesinger, J. Zornitsky, Job satisfaction, service capability, and customer satisfaction: An examination of linkages and management implications, *Human Resource Planning*, 14(2), 141–149, 1991.
3. B. Schneider, Service quality and profits: Can you have your cake and eat it too? *Human Resource Planning*, 14(2), 151–157, 1991.
4. W.W. Tornow, J.W. Wiley, Service quality and management practices: A look at employee attitudes, customer satisfaction, and bottom-line consequences. *Human Resource Planning*, 14(2), 105–115, 1991.
5. J.W. Wiley, Customer satisfaction: A supportive work environment and its financial cost. *Human Resource Planning*, 14(2), 117–127, 1991.
6. Heskett, J. L., Jones, T. O., Loveman, G.W., Sasser, W. E., Jr., & Schlesinger, L. (March/April). Putting the service-profit chain to work, *Harvard Business Review*, 64–174, 1994.
7. J. L. Heskett, W. E. Jr. Sasser, L. A. Schlesinger, The service profit chain. How leading companies link profit and growth to loyalty, satisfaction, and value, *New York: Free Press*, 1997.
8. M. A. Hitt, R. D. Ireland, R. E. Hoskisson, Strategic management: Competitiveness and globalization, 7th ed. Mason, OH: South-Western Publishing, 2007.
9. X. Luo, D. A. Griffith, S. S. Liu, and Y. Shi, The effects of customer relationships and social capital on firm performance: A Chinese business illustration. *Journal of International Marketing*, 12(4), 23–45, 2004.
10. C. Homburg, N. Koschate, W. D. Hoyer, Do satisfied customers really pay more? A study of the relationship between customer satisfaction and willingness to pay. *Journal of Marketing*, 69(1), 84–96, 2005.
11. Luo, X., C. B. Bhattacharya, Corporate social responsibility, customer satisfaction and market value. *Journal of Marketing* 70(4): 1–18, 2006.
12. Tse, D. K., and P. C. Wilton, Models of consumer satisfaction formation: An extension. *Journal of Marketing Research*, 25(2) 204–212, 1988.
13. L. C. Ueltschy, R. F. Krampf, P. Yannopoulos, A cross-national study of perceived consumer risk towards online (Internet) purchasing. *Multinational Business Review*, 12(2): 59–82, 2004.
14. J. Ying, L. W. Chang, The impact of affect on service/quality and satisfaction: The moderation of service contexts. *Journal of Services Marketing* 20(4), 211–218, 2006.
15. M. Rokeach, The nature of human values, London, The Free Press, 1973.
16. E. Sivadas, F.L. Baker-Prewitt, An examination of the relationship between service quality, customer satisfaction and store loyalty, *International Journal of Retail & Distribution Management*, 28(2), 73–82, 2000.
17. H. Kasper, On problem perception, dissatisfaction and brand loyalty, *Journal of Economic Psychology*, 3(3), 387–97, 1988.
18. E.W. Anderson, C. Fornell, D.R. Lehmann, Customer satisfaction, market share, and profitability: findings from Sweden, *Journal of Marketing*, 58(3), 53–66, 1994.

19. R. I. Oliver, Satisfaction: A behavioral perspective on the consumer, *New York: McGraw-Hill*, 1997.
20. G.S.Day, "The capabilities of market-drive organizations", *Journal of Marketing*, **58** (4), 37-52, 1994.
21. F.Huber, A.Herrmann, M.Wricke, Customer satisfaction as an antecedent of price acceptance: results of an empirical study, *Journal of Product & Brand Management*, **10** (3), 160-9, 2001.
22. D. N.Behrman, W. D., Jr.Perreault, Measuring the performance of industrial salespersons, *Journal of Business Research*, **10** (3), 355-370, 1982.
23. M.L.Boorum, J.R. Goolsby, R.P. Ramsey, Relational communication traits and their effect on adaptiveness and sales performance, *Journal of the Academy of Marketing Science*, **26** (1), 16-30, 1998.
24. G.Brown, U. O. Boya, N. Humphreys, R. E.Widing, Attributes and behaviors of salespeople preferred by buyers: High socializing vs. low socializing industrial buyers, *Journal of Personal Selling and Sales Management*, **13** (1), 25-33, 1993.
25. B. A.Weitz, H. Sujan, M. Sujan, Knowledge, motivation, and adaptive behavior: A framework for improving selling effectiveness, *Journal of Marketing*, **50** (2), 174-191, 1986.
26. M.J.Bitner, B.H. Booms, L. A. Mohr, Critical service encounters: The employee's viewpoint, *Journal of Marketing*, **58**(1), 95-106, 1994.
27. P. Chenet, C. Tynan, A. Money, Service performance gap: Reevaluation and redevelopment, *Journal of Business Research*, **48** (2), 133-147, 1999.
28. A. Parasuraman, V. A. Zeithaml, L.L. Berry, Reassessment of expectations as a comparison standard in measuring service quality: Implications for further research, *Journal of Marketing*, **58**(2), 111- 124, 1994.
29. D.S .Sundaram, C.Webster, The role of nonverbal communication in service encounters, *Journal of Services Marketing*, **14**(3), 378-391, 2000.
30. L.A. Crosby, K. R. Evans, D. Cowles, Relationship quality in services selling: An interpersonal influence perspective, *Journal of Marketing*, **54**(1), 68-81, 1990.
31. C. Homburg, R. Stock, The link between sales people's job satisfaction and customer satisfaction in a business-to-business context: A dyadic analysis, *Journal of the Academy of Marketing Science*, **32**(2), 144-158, 2004.
32. V.D .Bush, G.M. Rose, G. Faye, T.N. Ingram, Managing culturally diversity buyer-seller relationships: The role of intercultural disposition and adaptive selling in developing intercultural communication competence, *Journal of the Academy of Marketing Science*, **29**(4), 391-404, 2001.
33. M.H. Davis, Measuring individual differences in empathy: Evidence for a multidimensional approach, *Journal of Personality and Social Psychology*, **44** (2), 113-126, 1983.
34. D.A. McBane, Empathy and the salesperson: A multidimensional perspective, *Journal of Marketing*, **54**(1), 36-51, 1995.
35. A.P. Goldstein, G.Y.Michaels, Empathy—development, training, and consequences. *Hillsdale, NJ: Erlbaum*, 1985.
36. J.Hogan, R. Hogan, How to measure service orientation, *Journal of Applied Psychology*, **69** (2), 167-173, 1984.
37. L.B .Comer, T. Drollinger, Active empathetic listening and selling success: A conceptual framework, *Journal of Personal Selling and Sales Management*, **14** (1), 15-29, 1999.
38. R.L. Spiro, B.A. Weitz, Adaptive selling: Conceptualization, measurement, and nomological validity, *Journal of Marketing Research*, **27**(1), 61-69, 1990.
39. R.P.Ramsey, R.S. Sohi, Listening to your customers: The impact of perceived salesperson listening behavior on relationship outcomes, *Journal of the Academy of Marketing Sciences*, **25**(2), 127-137, 1997.
40. M.L. Boorum, J.R. Goolsby, R.P. Ramsey, Relational communication traits and their effect on adaptiveness and sales performance, *Journal of the Academy of Marketing Science*, **26** (1), 16-30, 1998.
41. S.B. Castleberry, C.D. Shepherd, Effective interpersonal listening and personal selling, *Journal of Personal Selling and Sales Management*, **13**(1), 35-49, 1993.
42. A. Parasuraman, V. A. Zeithaml, L.L. Berry, SERVQUAL: A multiple item scale for measuring consumer perceptions of service quality, *Journal of Retailing*, **64** (1), 12-39, 1988.
43. C.B .Mervis, E. Rosch, Categorization of natural objects, In M.R. Rosenberg & L. W.P orter (Eds.), *Annual review of psychology. Palo Alto, CA*, 1981.
44. E. Anderson, R. John, Acquisition of cognitive skill, *Psychological Review*, **89**(4), 369-406, 1982.
45. R.H. Collins, Artificial intelligence in personal selling, *Journal of Personal Selling and Sales Management*, **4** (2), 58-66.
46. B.D .Keillor, R.E. Bashaw, C.E. Pettijohn, Sales force automation issues prior to implementation: The relationship between attitudes toward technology, experience, and productivity, *Journal of Business and Industrial Marketing*, **12** (3), 209-219, 1997.
47. B.D .Keillor, C.E. Pettijohn, M. d'Amico, The relationship between attitudes toward technology, adaptability, and customer orientation among professional salespeople, *Journal of Applied Business Research*, **17** (1), 31-40, 2001.
48. J.M. Carman, Consumer perceptions of service quality: An assessment of the SERVQUAL dimensions, *Journal of Retailing*, **66** (1), 33-52, 1990.
49. J. J. Jr. Cronin, S.A. Taylor, Measuring service quality: A reexamination and extension, *Journal of Marketing*, **56**(1), 55-68, 1992.
50. R.G .Cooper, U. de Bretani, New industrial financial services: What distinguishes the winners, *Journal of Product Innovation Management*, **8**(1), 75-90, 1991.
51. K.W. Platts, M. Sobotka, When the uncountable counts: An alternative monitoring employee

- performance, *Business Horizons*, **53** (4), 349—357, 2010.
52. M . Kahya, The effects of job performance on effectiveness, *International Journal of Industrial Ergonomics*, **39**(1), 96–104, 2009.
53. W.C.Borman, The concept of organizational citizenship, *Current Directions in Psychological Science*, **13** (6), 238–241, 2004.
54. P.M. Podsakoff, M.Ahearne, S.B. MacKenzie, Organizational citizenship behavior and the quantity and quality of work group performance, *Journal of Applied Psychology*, **82** (2), 262–270, 1997.
55. V. Stathakokopoulos, Enhancing the performance of marketing manage Aligning strategy, structure and evaluation systems, *Eur. J. Mark.*, **32**(4) 536-558, 1998.
56. A.A. Al-Kazami, A.J. Ali, Managerial problems in Kuwait, *J. Manage. Dev.*, **21**(4), 366- 375, 2002.
57. A.Y. Darwish, The Islamic work ethic as a mediator of the relationship between locus of control, role conflict and role ambiguity: A study in an Islamic country setting”, *J. Manag. Psychol.*, **15**(3): 283-302, 2000.