

# Basic assumptions and their relation to market-oriented behavior and job performance of hospitality employees

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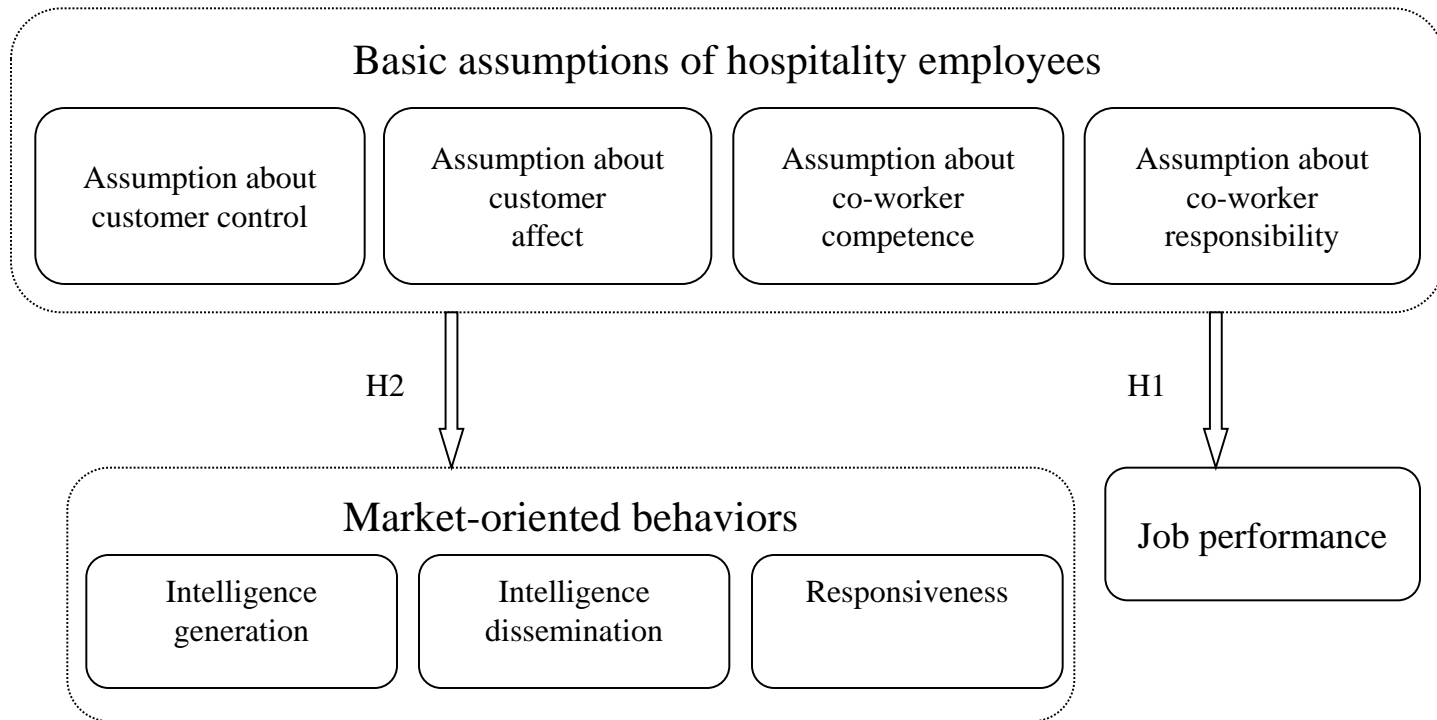
# Basic assumptions of hospitality employees

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- Basic assumptions:
  - Implicit beliefs about the reality
  - Important for employee behavior and performance
- Basic assumptions in the hospitality context:
  - Assumptions about customers
  - Assumptions about co-workers
- Research purpose:
  - Investigate the relationships between basic assumptions about customers and co-workers, market-oriented behaviors, and job performance of hospitality employees



# Model and two sets of hypotheses





# Hypotheses tested in the study

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**H1a:** Basic assumption about customer control is positively related to employee job performance.

**H1b:** Basic assumption about customer affect is negatively related to employee job performance.

**H1c:** Basic assumption about co-worker responsibility is positively related to employee job performance.

**H1d:** Basic assumption about co-worker competence is positively related to employee job performance.

**H2a1:** Basic assumption about customer control is negatively related to intelligence generating behavior.

**H2a2:** Basic assumption about customer control is negatively related to intelligence disseminating behavior.

**H2a3:** Basic assumption about customer control is negatively related to responsiveness behavior.

**H2b1:** Basic assumption about customer affect is positively related to intelligence generating behavior.

**H2b2:** Basic assumption about customer affect is positively related to intelligence disseminating behavior.

**H2b3:** Basic assumption about customer affect is positively related to responsiveness behavior.

**H2c1:** Basic assumption about co-worker responsibility is positively related to intelligence generating behavior.

**H2c2:** Basic assumption about co-worker responsibility is positively related to intelligence disseminating behavior.

**H2c3:** Basic assumption about co-worker responsibility is positively related to responsiveness behavior.

**H2d1:** Basic assumption about co-worker competence is positively related to intelligence generating behavior.

**H2d2:** Basic assumption about co-worker competence is positively related to intelligence disseminating behavior.

**H2d3:** Basic assumption about co-worker competence is positively related to responsiveness behavior.

# Research design

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- Method
  - Survey
- Sample
  - 241 employees recruited from 7 major hotel chains in Norway
- Measures
  - Basic assumptions were assessed with a new 31-item measurement instrument, 4 sub-scales
  - Market orientation (MARKOR) by Jaworski and Kohli (Kohli et al. 1993), 32 items, 3 sub-scales
  - Subjective job performance by Singh et al. (1996), 2 items
- Analysis
  - Regression analysis

# Findings (1)

## Basic assumptions and subjective job performance

	<i>B</i>	<i>SE B</i>	$\beta$
Basic assumption about <b>customer control</b>	.185	.063	<b>.177*</b>
Basic assumption about customer affect	.073	.110	.048
Basic assumption about co-worker responsibility	.165	.137	.091
Basic assumption about <b>co-worker competence</b>	.373	.124	<b>.227**</b>
	<i>R</i>	<i>R</i> <sup>2</sup>	Adjusted <i>R</i> <sup>2</sup>
	.336	.113	.097

\* $p < .01$ , \*\* $p < .005$

## Findings (2)

### Basic assumptions and market-oriented behaviors

	Intelligence generation	Intelligence dissemination	Responsiveness
	$\beta$	$\beta$	$\beta$
Basic assumption about <b>customer control</b>	-.12*	-	-.24*
Basic assumption about <b>customer affect</b>	-	-	.12*
Basic assumption about co-worker responsibility	-	-	-
Basic assumption about <b>co-worker competence</b>	.20*	.20*	.17*
	$R^2=.10$	$R^2=.08$	$R^2=.17$

\*  $p \leq .05$



## Discussion

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- Internal market orientation (Kaur and Gupta, 2010) and basic assumptions about co-worker competence
- Service-dominant logic for marketing (Vargo and Lusch, 2004) and basic assumptions about customer control

# Research limitations and implications

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- Cross-sectional design
- Self-reported measures
- Limited sample
- Need for a more comprehensive validation
  
- Motivation of hospitality employees



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Thank you for your attention!  
Questions?