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**A THESIS FOR THE DEGREE MASTER OF BUSINESS ADMINISTRATION
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**市場導向效應、商業道德與服務業員工服務顧客滿意度之研究
THE RESEARCH OF MARKET ORIENTATION EFFECT, BUSINESS ETHICS,
EMPLOYEE SATISFACTION TO THE CUSTOMER SATISFACTION IN SERVICES
INDUSTRY**

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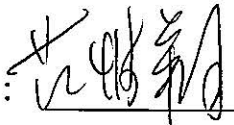
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本人認為 Dang Kim Thoai Nhi 君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：The Research of Market Orientation Effect, Business Ethics, Employee Satisfaction to the Customer Satisfaction in Service Industry，以參加碩士論文口試。

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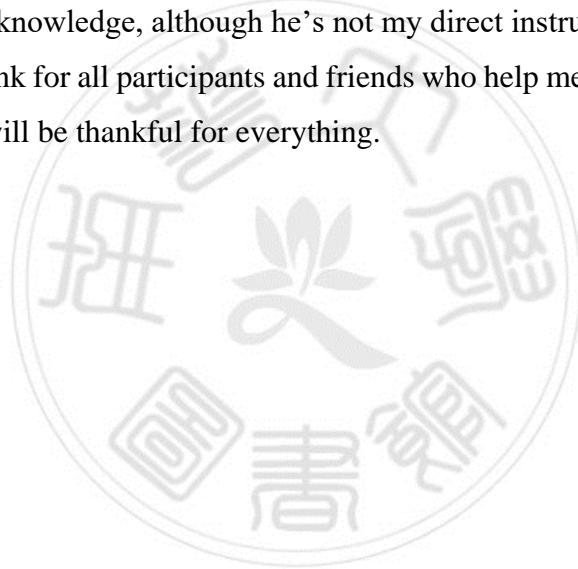
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Title of Thesis: The research of market orientation effect, business ethics, employee satisfaction to the customer satisfaction in service industry

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ABSTRACT

Market Orientation, Employee Satisfaction, and Business Ethics have a closely connected and entirely important for a Customer Satisfaction in an organization, especially in Service Industry which wanted to create supercilious value for customers. This paper investigates the marketing concept of the organization how it's establishing and providing their product to the customer, for a final aim of growing customer knowledge also their satisfaction and maximize the long-term profit. The result shows the measure of market and customer satisfaction, specific in internal marketing in an insurance brokerage company to sympathize how those strategies impact to the customer satisfaction. Concrete in this study is a mention about the relationship of each construct in service industry, to figure out what are the important variables in service industry for raising satisfaction and construct a related relationship with the customer.

Questionnaire design available in English and Vietnamese was used to collect quantitative data from an employee who working in the service industry that was analyzed by SPSS analysis technique to test the hypothesis.

Keywords: Market Orientation, Customer Satisfaction, Employee Satisfaction, Business Ethics

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CHAPTER ONE

INTRODUCTION

1.1. Aims of the Thesis

The purpose of this research is to investigate the meaningful of the relationship between organization market orientation level effect to employees satisfaction, business ethics and, especially, customer satisfaction. The study of market orientation are synthesized and aggregated based on the satisfaction of employees and customers, along with business ethics. In addition, using the result of this research to provide an effective way to improve the advantage competition and increase value for the firm in service industry.

1.2. Theories Background

Customers are always want to maximize value from the service or product that they buy (Agbor, 2011). Since the 1950s, the market became more competitive when organization could produce bases on market demand and not just selling the product they can produce, then the attention on customer was increased by this time (Armano, 2009) From the research of Magi & Julander (1996) recommend that customer satisfaction is important to help improve the overall of organization performance.

In addition, the research of Kohli & Jaworski (1990) showed that customer satisfaction is one of the main components in market orientation and closely relate to the create value concept. Market orientation includes tremendous amount of information about the needs of customer in current and future, then the intelligence will be disseminated within the firm, and reactionary to it.

In addition, the theory of Kano (1984) – Kano model has proved that customer satisfaction influenced and measured by marketing technique and management quality, distinctive of market orientation, employees satisfaction or even business ethics; Castro, Armario, & Ri’o (2002) also developed a theory to support the relationship between customer satisfaction and market orientation that is described and explained in detail below.

The correlation between each of market orientation, employee satisfaction, business ethics and customer satisfaction variables are also approved through previous high-value research and were analyzed through statistical analysis in this research. Through Structure Equation Model by using AMOS, I want to authenticate this study construct have the strong relationship and economic assistance for the raising of firms.

The conceptual framework of this research explicated how customer satisfaction influenced and measured by quality management and marketing technique (Kano, 1984) specific are market orientation or some inside factors such as employee satisfaction or business ethics. The framework is supported by Kano Customer Satisfaction Model that is described as following:

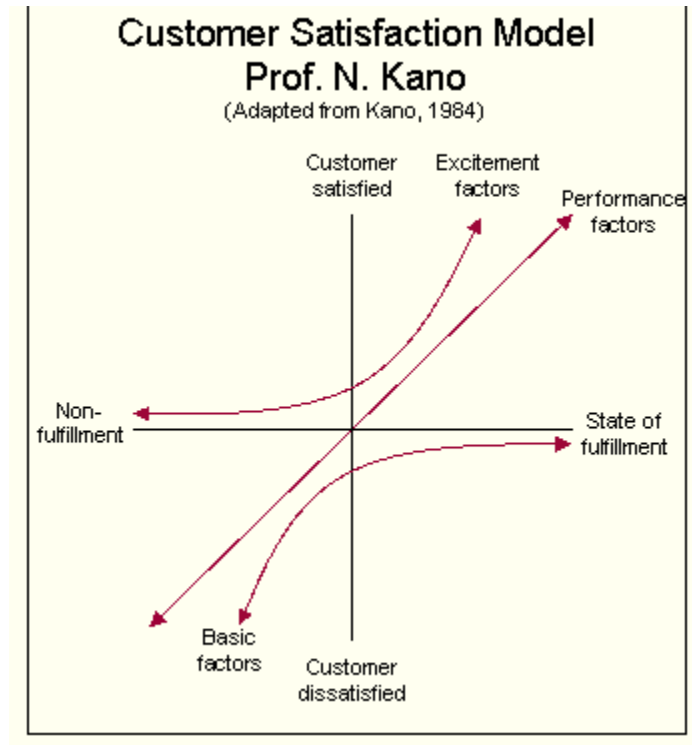


Figure 1.1 Kano model

Source: Kano, N., Seraku, N., Takahashi, F., & Tsuji, S. (1984). Attractive quality and must-be quality.

Kano's model describes three actually factors that influence customer satisfaction such as threshold, performances, and excitement as follow that based on Kano, Seraku, Takahashi, & Tsuji (1984)

Threshold attributes are the basic factor, includes of minimum requirements about the service or product that will cause dissatisfied if absence or poor performance. But do not create the satisfaction of customer if those requirements are satisfied.

Performance attributes are known as the excitement factors that raise the satisfaction of customer if provided but do not lead to dissatisfied if they are not provided.

Excitement attributes are unexpected by the consumers, but can be a competitive advantage that helps to increase the level of customer satisfaction, and also do not lead to dissatisfied if they are not delivered.

The Kano Model help to determine which variables can increase customer satisfaction, and use that information to preference what feature need to focus on. Based on Kano's model, this research focus on developing three performance variables that can increase customer satisfaction such as market orientation, employee satisfaction, and business ethics, in case three of those variables have good performance, it can be an advantage competition for the company to maximize customer satisfaction and increase profitability of the company.

Additionally, Castro et al. (2002) developed a theory to support the relationship between customer satisfaction and market orientation

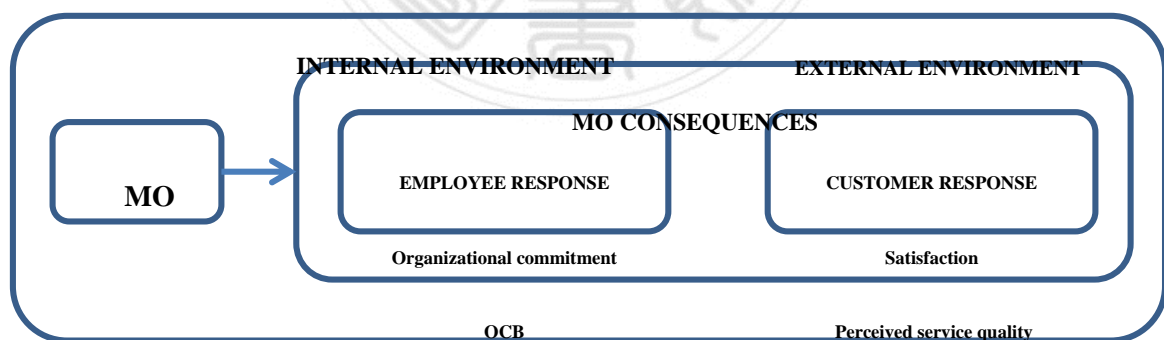


Figure 1.2 MO consequences

Source: Carmen Barroso Castro, Enrique Marti'n Armario and Mari'a Elena Sa'nchez del Ri'o, (2002) *European journal of marketing*.

Firstly is the relationship between market orientation and employees as well as customers of an organization, they have improved that the more of market orientation the higher level of customer cognizance of the quality of service, obtaining an advantage of

competition. The last one is conducting about internal and external environments of the organization, otherwise don't really have an influence on customer behavior.

1.3. Research Structure:

The research includes five parts, bases on the different point of view and that are summarized below:

Chapter 1: Introduction

In this chapter, the aims of the thesis, background and motivation also the research structure are discussed. Four major variables and their relationship are introduced.

Chapter 2: Literature Review

The Literature review provides a theoretical frame for the research, from previous papers that related to market orientation, employees and customer satisfaction, and business ethics.

Chapter 3: Methodology

This chapter presents the way to design questionnaire and how the data be collected; conceptual framework and hypothesizes development between key variables also contain in this part. The measurement of the construct and statistical analysis that were used has also been found.

Chapter 4: Research Result

After using data analysis and reliability test, the result consists of factor analysis, moderating effect and structural equation model.

Chapter 5: Conclusions & Suggestions

The last section of the paper is the conclusion for the whole research of implementing the analysis and the survey data results explanation. All the finding results are used to get some suggestion for the case study.

CHAPTER TWO

LITERATURE REVIEW

2.1. Definition of Constructs

2.1.1. Market Orientation – Strong interest in the history of research

Follow to the research timeline, Market Orientation have been caused attracted and strong interest from researchers: Krepapa, Berthon, Webb, & Pitt (2000), Kohli & Jaworski (1990), Singh & Ranchhod (April 2003), Narver & Slater (1990). Since 1990, many researchers have made Market Orientation's appearance on more than 150 journals (Ottesen, September 2001).

Ottesen (2001) had offered a persuasive reason to explain this strong interest: in a competitive business environment condition of these days, organizations need to orientate their potential market, who is their customer then attract an adequate amount of customer that willing to obtain their product at the acceptable price.

Market Orientation offers a coalesce concentricity and evidently vision for the organization – mentioned by Ottesen (2001) as a “lens”; will help to improve authority to information and understanding around constituting elevated value for customers.

2.1.2. Definitions of Market Orientation

For overall, Market Orientation of an organization focuses on establishing and providing to target customer both their needs and wants. Using the same definition, Kohli & Jaworski (1990) said that there are three activities constitute to market orientation: (1) organization – wide generation of market intelligent concerning about present and future customer demands (2) dissemination of the intelligent across departments and (3) organization – wide responsiveness to it; that can be interpreted beneath:

Market intelligence generation is a broader concept than customer intelligence. There are some surveillance factors like competition, government regulations, technology and other environmental forces included in Market intelligence generation. It relates both customers' prevalent and prospective demands (Zeithmal, Berry, & Parasuraman, 1988)

Market intelligence dissemination Zeithmal et al. (1988) implies that responding to a demand of market commands the participation of practically all of organizations' divisions. This means that all the departments must be announced about the market intelligence, through official or unofficial dissemination conservation, or through what is called horizontal communication.

Responsiveness assumes a shape of collecting target segments, planning for the service/product design that provide for the customer current and future needs and promoting them. Responsiveness is the activity taken in reaction to market intelligence that is generated and distributed.

The organization consider customer as a precedence like an organization culture that have a stabilized market orientation (Lettice, Tschida, & Forstenlechner, 2014) That organization culture will be the most efficient manner to create an elevated advance for customer, also an elevated business performance. The market orientation of firm will propose multifarious kinds that offer for differentiation of customer satisfaction through innovation, because of the variation of customers' need (Yang, Wang, Zhu, & Wu, 2012). Also the study of Narver & Slater (1990) on operating profit is affected by market orientation that market-oriented is the demand to attain this drives a firm to create and sustenive a culture that will indicate the essential the market orientation behavior from employees. Not just simply a culture, Market orientation is more complicated. A distinction should be made between a cultural and an appliance definition of MO (Moorman & Rust, 1999). Market orientation as an organizational culture is a corporate business philosophy that puts the customer's satisfaction first, taking into account the role played by the other market actors (Lambin, 1999)

The Narver & Slater (1990) model defined market orientation by three intimate relation components: customer and competitor orientation, and the coordinate within the organization. Within this model research, all the actions involved in obtaining customers and competitor information in the target market and disseminating it over the. And inter functional coordination refers to the business coordinated attempts including other business functions than the marketing department.

Furthermore, Lambin (2007) also raised another definition that disseminated in the firm through inter functional coordination, for the purpose of designing and promoting to investigate value for the organization, elevated value for direct and indirect clients and to other involve stakeholders also, which is belonged to market orientation like a business organization culture. In this definition mentioned below have some noted features follow by Lambin (2007). The term "design" refers to the analysis function performed by strategic marketing and the terms "promote" refers to the firm's commercial arm articulated by operational marketing.

Whereas products are about functionality, solutions are about outcomes or results that make life easier or better for customers. This definition recognizes the existence of different types of customers, “direct and indirect” customers and of other stakeholders.

Compare with traditional marketing concept, market orientation not only customer – oriented but also towards some key market elements: competitor, shareholders or distributors. And market orientation concept mostly base on the customer – view, more than 4P (or 7P) in traditional marketing concept.

2.2. Employees Satisfaction – Treat employee the way of treating customer

Employee satisfaction is a multi-factorial concepts, included fundamental factors, excitement factors and presentation factors following to the research of Khusro (2011), the study also demonstrate that one of the innermost connexion in the service industry is employee satisfaction.

The satisfaction of employee is one of the important variables in Human Resource Management that loyalty and satisfaction is the commitment to keep employees stay with the organization, high satisfaction among employee is a first condition to increase product/ service quality, responsiveness and customer background service (Naseem, Sheikh, & Malik, 2011).

The way an organization behaves with employees will lead to the way they behave with customers. In another research of Freeman (2005) showed that the employee’s satisfaction that holding talented people is directly linked to the company successful. Satisfied employees influence on the satisfaction of customer and company productivity (Potterfield, 1999) because the employees are reputedly the internal customer (Ali, Ataei, & Maleki, 2014)

There are many factors can effect to the employee’s satisfaction, and have no limit for employees to obtain the full level of satisfaction follow to the research of Ceylan & Aydin (2009). Changing themselves behaviors, have a good relationship with colleagues and superior, pleasant working environment, reasonable salary or training course may be related to the advance in employee satisfaction. Ugboro & Obeng (2000) have concerned about another way to satisfied employees through employee empowerment, also leads to customer satisfaction that is critical to the company successful. Job status, work experience or age follow by the research of Dawal, Taha, & Ismail (2008) also affect to the satisfaction of employees, there are also some other important factors should be considered such as working methods, setting career goals and job rotation.

Besides that, managers also play a role in developing employee organization relationship by interaction's quality, adaptability and identification requirement, this relationship help employees perceive their involvement and contribution in the company, and help to increase the performance and profit also of organization (Shapiro & Shore, 2007)

In general, Employee satisfaction is determined by Cranny, Smith, & Stone (1992) as a different comprehension of what they receive in actual and what they expect to receive, and caused by employees who spending their half of waking hours at the working condition.

2.3. How important of Customer Satisfaction in Service Industry

In the literature of many customer satisfactions' definition, an ordinary method to define following by Oliver & Swan (1989) that customer satisfaction is described as the customer's estimation that services or product match the customer's anticipation.

The research of "customer satisfaction as a key factor in building and maintain competitive advantages of companies" by Rahimic & Ustovic (2012) showed that customer satisfaction is the most important variable for both international and domestic companies to be successful:

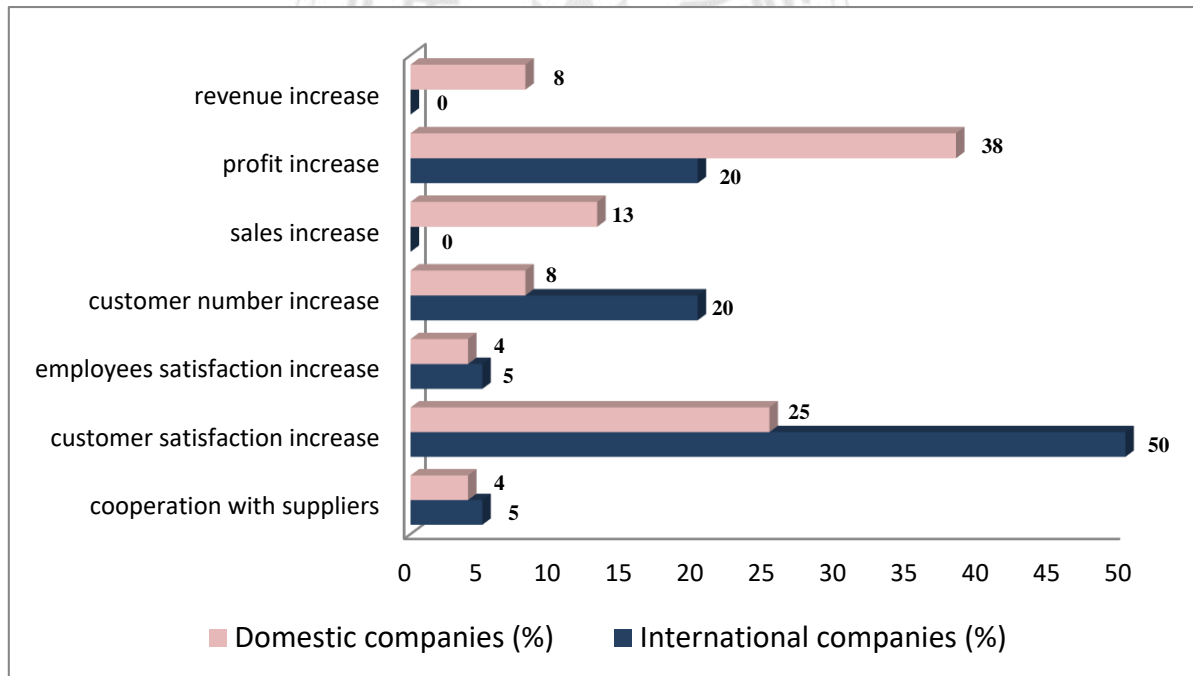


Figure 2.1 The most important indicator for business success

Source: Zijada Rahimic & Kenan Ustovic (2012). Customer Satisfaction as a Key Factor in building and maintaining competitive advantages of companies, 91-105.

In the composite and intensified competitive of service, the ambition to establish a long-term relationship with their customer is truly important. The research of Krepapa et al. (2000) indicates that the scenery of customer about service's diagram and conveyance process become very influential since organization is increasingly trusted in customer.

Customer satisfaction is one of the key factors that contributing to the loyalty of customer through the research of Garbarino & Johnson (1999). Therefore, the customer with low satisfaction or dissatisfied will ordinarily not reacquire behavior. In this context, market orientation, business ethics or even customer knowledge can influence on customer satisfaction, build up knowledge about the product, market share also confidence, therefore create a closely relationship between organization and customer. By directing communicate between customer and service provider, the organization can recognize their business' advantage and disadvantage. Therefore, Customer satisfaction played the important role to support organization builds a superior higher quality of service for both employees and consumer (Ghimire, 2012).

In summary, customer satisfaction is a perceptive and sentimental counteraction to a service occurrence or a service relationship in long-term. The experience of customers that satisfaction (dissatisfaction) about the service quality occurrence and contrasting with what customer was expected (Oliver, 1980).

2.4. Business Ethics – needing factorial for a stabilized organization

Ethics is described as a philosophy with values belong to people morality, includes the hierarchy of actions on the rightness or wrongness, that are conducted by the good or bad motivation (Velasquez, 2015). People characteristic and their reference determine what is right and wrong base on their moral concept (Alzola, 2015). Business ethics included of six main values: Sincerity, Integrity, Justice, Responsibility, Loyalty, and Citizenship (Catlin, 2013). Besides that, in the latest research of Peter (2016) he mentioned business ethics as corporate social responsibility, sustainability and environmental management.

Warren (2011) has interpreted business ethics as a pattern of administered ethical dominant and precept in the environment of business, that was defined by society's members such as customers, shareholders, stakeholders and employees (Schwartz & Carroll, 2003).

Nowadays, experience and statistical research method are more found in business ethics study than philosophical research ethics like before (Lock & Seele, 2015). Kishokumar

(2015) concerned in his research that a company which operates with its ethical principle is less risk of penalizing for poor incivility or law breaking.

In the other side, Elliott (2014) of the Wall Street Journal showed in his survey with 383 compliance professionals around the world that the percentage of companies loss of business to unethical competitors is around 47% - 33% (2011 – 2014)

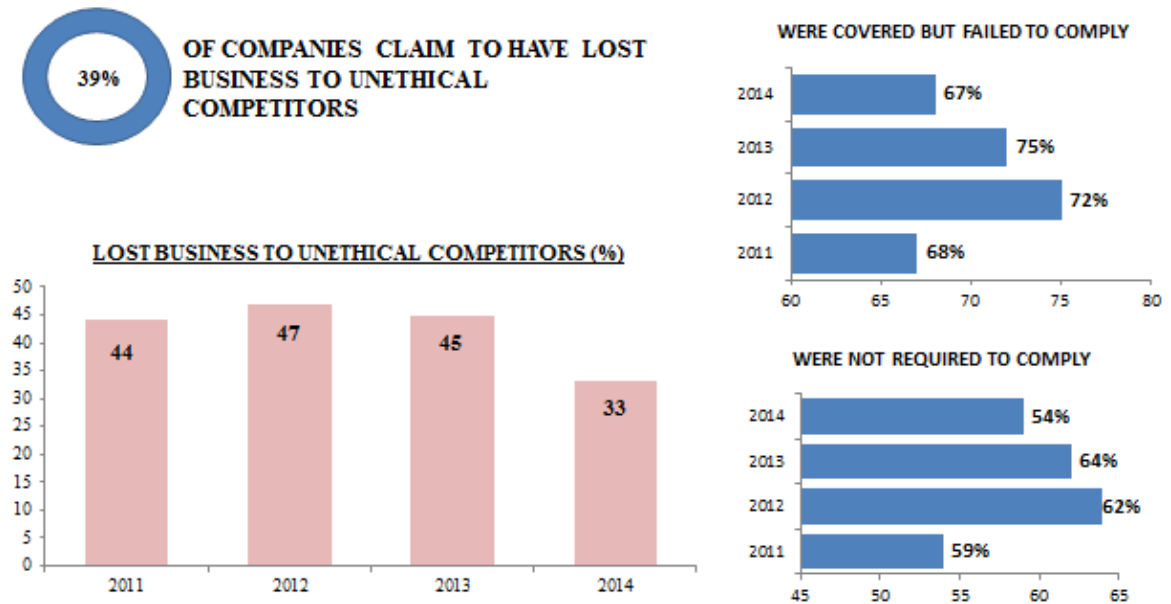


Figure 2.2 The percentage of company which loss of business to unethical competitors Source: Nicholas Elliott (2014). Is ethics wining in business? Chart points to that trend, April 29.

2.5. Hypothesis Development

2.5.1. The relationship between Employees Satisfaction and Market Orientation

The previous research showed that permit a market - oriented environment can increase the satisfaction and commitment of employee with the organization (Jones, Busch, & Dacin, 2003; Siguaw, Brown, & Widing, 1994; Kohli & Jaworski, 1990). King & Grace (2006) have approved the same formula that must be translated market orientation to an understandable manner can satisfy employees and accept their ownership in customer – focused operation.

According to the Ahmed & Rafiq (2003) study demonstrate that internal market orientation behavior effected by the managers, be influenced by incivility and behavior of

their inferiority, factually market orientation is provided to influence employee incivility established on employee satisfaction.

In the research of Ruekert (1992) found that market orientation, employees satisfaction, and job commitment have a positive relationship, which have proved in many research following: Jaworski & Kohli (1993) studies, Jones et al. (2003) showed that market orientation is one of the most important variables effects to employees satisfaction. In the research of King & Grace (2006) they believe that job satisfaction can increase when employees have consciousness of market orientation and how it connects with their functions and liabilities, then get a greater value on their own business. Employees who are assigned to clear instruction, reduce the capability of being confused will increase job satisfaction and commitment with the organization (Jones et al., 2003, Siguaw et al., 1994). Thus, I have the first hypothesis:

H1: The relationship between "Market Orientation" and "Employee Satisfaction"

2.5.2. The relationship between Customer Satisfaction and Market Orientation

Through the research of Kohli & Jaworski (1990) from the management observe, Customer Satisfaction is the main component of a Market Orientation, and have a closely related to market orientation through the value create concept (Krepapa et al., 2000). "Co-creation marketing" conception was developed in the research of Krepapa et al. (2000) about Market Orientation and Customer Satisfaction in the Service Dyad is a process that customer involve and have advancing role in the whole progress, including of marketing or the service/products design, manufacture, and consumption.

Following some previous research (Steinman, Deshpande, & Farley, 2000; Krepapa et al., 2000) have a viewpoint recommends that when the firm takes into account their customer scenery through their level of market orientation, an advantageous strategic insights may also be gained.

Customer and service provider have a coordination about value estimation because of a narrow gap of market orientation, suggest that a perceptual shift has occurred so that the organization view themselves and their customers as "we" rather than as "us versus them", a previous tendency towards the organization will be caused (Taylor & Moghaddam, 1994). Because "we" is sentiment meaningful and highly esteemed, any market-oriented activities and actions conducted to meet customer needs will be judged with an upward bias" and are likely to increase satisfaction with the relationship (Steinman et al., 2000)

From the previous research that increase over time about improving organization client's capacity to increase customer satisfaction, which most persuasively from a viewpoint of market orientation; the numerous of firm utilized customer satisfaction measurement in extending, supervising and appraising product or service providing (Anderson, Fornell, & Lehmann, 1994). Thus,

H2: The relationship between "Market Orientation" and "Customer Satisfaction"

2.5.3. The relationship between Business Ethics and Market Orientation

There is no research before considered the correlation between business ethics and market orientation, but many studies found that market orientation and corporate social responsibility have connection (Widana, Wirjono, Purwanegara, & Toha, 2015)

They also suggested two definitions of business ethics and corporate social responsibility proved that there are closely related between those variables; Business ethics is the criterion and principle that lead behavior in all types of businesses, and corporate social responsibility is the commission of organization to increase the positive impacts and decrease negative impacts for society (Crittenden, Ferrell, & Pinney, 2011).

After using statistical analysis and hypothesis testing, Widana, Wirjono, Purwanegara, & Toha (2015) also found that market orientation have strongly related to business ethics, but not really have strong connection with business ethics and business performance, that means business ethics need more manifestation to become more significant in organization development.

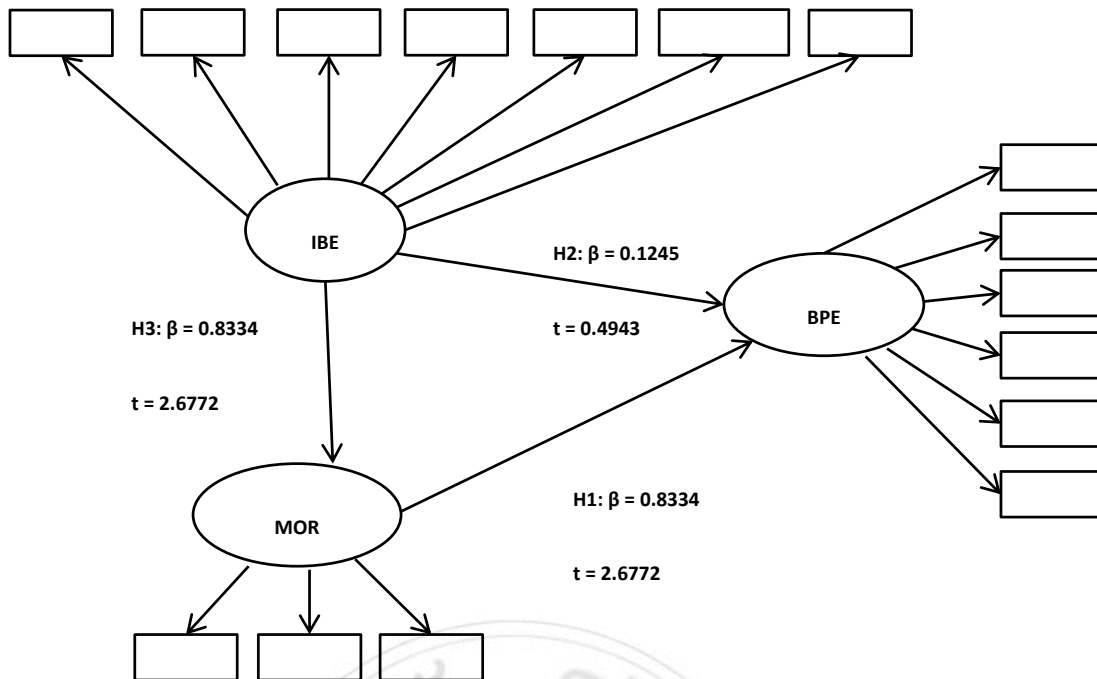


Figure 2.3 Conceptual model and research result

Source: Widana, G. O., Wirjono, S. K., Purwanegara, M. S., & Toha, M. (2015). The role of business ethics in the Relationship between market orientation and business performance. *International Journal of Finance & Banking Studies*, 4(1), 95.

MOR is considered as Market Orientation, IBE as Islamic Business Ethics and BPE as Business Performance. The result above again improved the strong relationship between market orientation and business ethics, but do not have really fully connection between those three variables; the research said that to contribute to the development of business performance, business ethics of Islamic still need more denotes. Thus,

H3: The relationship between “Market Orientation” and “Business Ethics”

2.5.4. Employees Satisfaction linked directly to Customer Satisfaction

Customer satisfaction is a key to the satisfaction of employee. Employee satisfaction has the intimate relationships with service quality and customer satisfaction (Ariani, 2015).

Employee satisfaction will influence the customer satisfaction and the profitability of the company, because when employees feel comfortable they will become more loyal, responsible and creative (Potterfield, 1999), so they effect to the customer. In the other side, unsatisfied employees wouldn't be able to offer good service to customers (Brown & Lam, 2008). Vilares & Cohelo (2003) have provided the model which is about the correlation between employee satisfaction and customer satisfaction below:

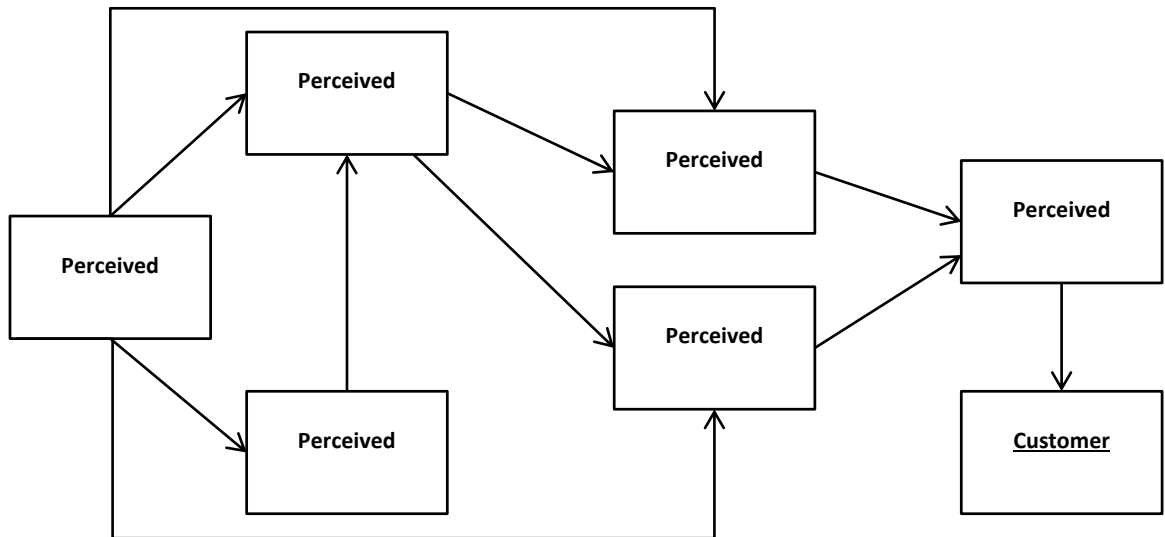


Figure 2.4 Employee satisfaction and customer satisfaction relationship

Source: José Vilares, M., & Simões Coelho, P. (2003). The employee-customer satisfaction chain in the ECSI model. *European Journal of Marketing*, 37(11/12), 1703-1722.

This model shows the similar result with the research of Brooks (2000) that 40% to 80% (upon industry and market section) of customer satisfaction and customer loyalty influences on the correlation between the customer and employee of the organization in service industry. The employee feel satisfaction and customer satisfaction correlative once again were confirmed by a strong study from Harter, Schmidt, & Hayes (2002) covered 7,939 business units in 36 the organization. That found the generalizable relative between the level of satisfied employees and business outcomes such as customer satisfaction.

The study of Bulgarella (2005) has shown some interpretation why the employee satisfaction effect to customer satisfaction:

Employees who contact directly with the customer and reply to customer purposes and needs. Employees who satisfied are empowered employees, they have the knowledge, training, and liability. They have great energy and willingness to serve the customer with the excellent service, exceed the customer expected. For general, the way employees experience their job has a consequence to the business outcomes, especially customer satisfaction (Bulgarella, 2005). Hence,

H4: The relationship between “Employee Satisfaction” and “Customer Satisfaction”

2.5.5. Business Ethics and Customer Satisfaction

Following to Barari & Ranjbarian (2012), one of the most significant factors that have a correlation coefficient with economic and social is ethics, economic and social factor also

were found like an affected variable on individual satisfaction (Javanmard, Shahi, & Kalhor, 2014).

The study of Barari & Ranjbarian (2011) shows that customer psychological image and trust are effected by the organization commitment to ethical business. Several studies before have approved that elaborate business ethics can consolidate the relationship between customer and organization, the trust and loyalty of customers affected by the ethical behavior of the sellers (Su, 2012)

Besides, the study of Chen & Mau (2009) pointed out that the ethical actions of salespeople will have a positive impact on consumer trust with the service provider, specific in life insurance industry.

Additionally, Chen & Mau (2009) have investigated in their study about customer loyalty in the insurance industry through the influence of seller's ethical behavior that the ethical of salesperson have an important character in gaining customer trust. Employees, especially the sellers in life insurance industry will representative for the organization and effect to the revenue; through the ethical behavior have a positive influence on trust and commitment of the customer (Hansen & Riggle, 2009). The behavior that seems to be ethical with the customer can create a greater possibility for customer return to the company or store based on the research of Basnayake & Hassan (2015).

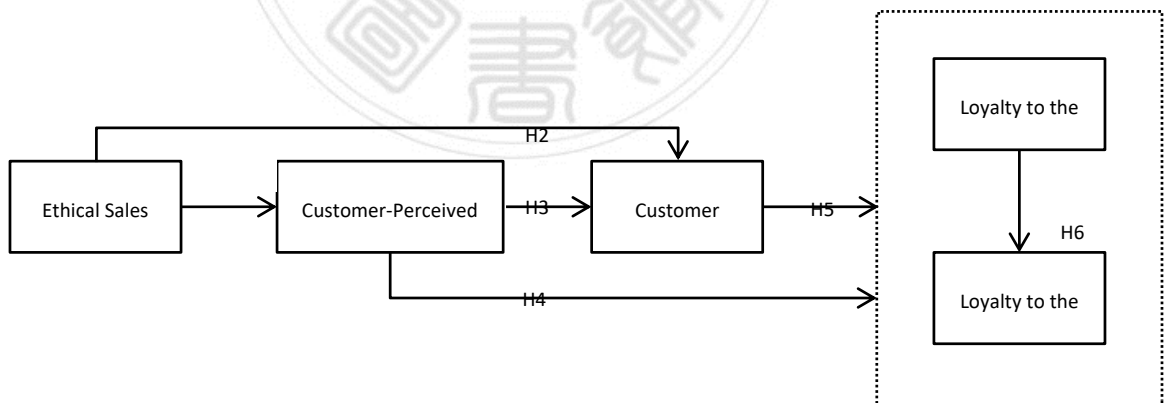


Figure 2.5 Ethical sales behavior research model

Source: Lin, S. H. (2012). Effects of ethical sales behavior considered through transaction cost theory: To whom is the customer loyal?. *Journal of International Management Studies*, 7(1), 31.

Figure 2.5 shows the relationship between ethical behavior of salesperson and customer satisfaction that when customers have experience from seller's ethical behavior through

knowledge sharing about the service or reconciling, will increase the loyalty of customer to the salesperson and organization also (Lin, 2012).

In the service industry, employees have the most communication with the customer, their actions directly influence on the public viewpoint of the company; and ethical behavior such as fairness and honesty that fundamental to develop a long-term customer and employee relationship (Román & Ruiz, 2005; Mantel, 2005). Hence we have the fifth hypothesis:

H5: The relationship between “Customer Satisfaction” and “Business Ethics”

2.5.6. The interrelationship between “Market Orientation”, “Employee Satisfaction” and “Customer Satisfaction”

Castro et al. (2002) developed a theory of market orientation consequences that supported to the employee and customer response relationship. The higher levels of market orientation, the more satisfactory of employee with the organization and customer with the service’s quality also, obtaining competition advantage.

In addition, the customers of each employee, especially in a marketing department have a possible correlation with the firm’s market-oriented (Dursun & Kilic, 2010). Means holding on the interconnection between customer and marketing employee is important for almost organization successful in any pattern of businesses, they also found that consolidate a strong market-oriented can increase customer satisfaction and increase value for the company, that is connected by a marketing personnel (Ruekert & Walker, 1987) Evidentially, firm with market – oriented impulses the customer – oriented of employees, cause of the commitment with their organization and their job satisfaction (Kohli & Jaworski, 1990)

There are few of studies that researched about the relationship between market orientation with employee and the satisfaction of customer. One of the researches from Williams & Attaway (2013) showed the significant correlation of seller customer – oriented and their relationship development with the buyer which, in order to assert that better customer satisfaction can lead from the strong customer – oriented.

Based on the study of Baker & Sinkula (2009); Becherer & Maurer (1997) market orientation filled a role as a moderating variable support to the relationship between business performance and value of the organization, that should be have more further research in the future. In addition, the research of Musa (2011) has developed the moderating effect of market orientation which contained customer, competitor orientation and department correlation.

Thus, we have hypothesis 6 and 7 that investigate the moderating effect of market orientation to other variables such a further research of previous studies before:

H6: The interrelationship between "Market Orientation", "Employee Satisfaction" and "Customer Satisfaction"

2.5.7. The interrelationship between "Market Orientation", "Business Ethics" and "Customer Satisfaction"

Customer satisfaction can be accomplished by combining business ethics to the company's marketing strategy (Basnayake & Hassan, 2008). In addition, Amine, Chakor, & Alaoui (2012) also reinforced the relationship between company performance, relationship marketing, and business ethics which is described below.

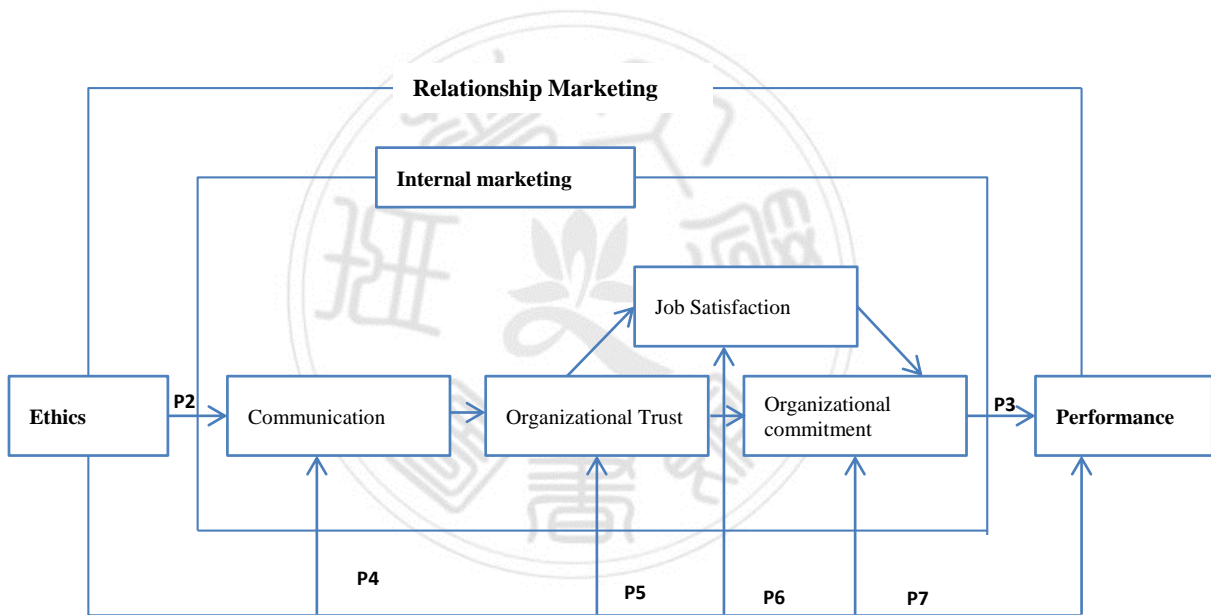


Figure 2.6 Conceptual model of ethics, relationship marketing and corporate performance
Source: Amine, M. E. A., Chakor, A., & Alaoui, A. M. (2012). Ethics, relationship marketing and corporate performance: Theoretical analysis through the mediating variables. *International business research*, 5(8), 68.

Hence, we have hypothesis 7:

H7: The interrelationship between "Market Orientation", "Business Ethics" and "Customer Satisfaction"

CHAPTER THREE

METHODOLOGY

The main purpose of this research is finding if “Market Orientation effect, Employees Satisfaction and Business Ethics to the Customer Satisfaction” that improve the improve organization performance and increase productivity. Quantitative research methodology that using statistical and numerical analysis of data collection through questionnaires and surveys from the service organization was chosen for this study.

3.1. The conceptual framework and hypothesizes development

Following to the research purpose, the framework shows the relationship between Market Orientation with Employees and Customer Satisfaction, and Business Ethics also.

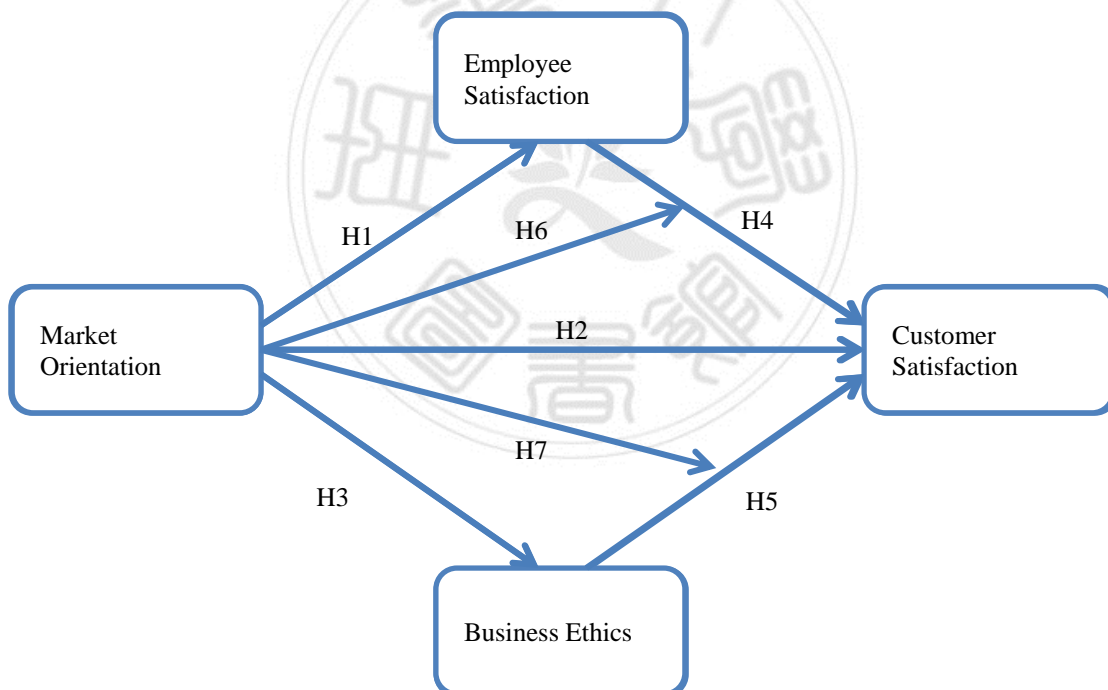


Figure 3.1 Research concept

According to the description in the previous chapter and the framework above, this research suggests seven hypotheses as describes below:

Table 3-1 *Hypothesis Development*

No	List of Hypothesis
H1	The relationship between "Market Orientation" and " Employee Satisfaction"
H2	The relationship between "Market Orientation" and "Customer Satisfaction"
H3	The relationship between "Market Orientation" and "Business Ethics"
H4	The relationship between "Employee Satisfaction" and "Customer Satisfaction"
H5	The relationship between "Customer Satisfaction" and "Business Ethics"
H6	The interrelationship between "Market Orientation", "Customer Satisfaction" and "Employee Satisfaction"
H7	The interrelationship between "Market Orientation", "Customer Satisfaction" and "Business Ethics"

3.2. Questionnaire Design

The questionnaire was developed bases on information collected from several of previous research. The different questions are chosen from reliable and validity international journal, then were modified for suitable with this research and based on the discussion with the research advisor before place into the final pattern.

The questionnaire included five constructs with 29 items: the basic information of the respondent, market orientation, employee satisfaction, customer satisfaction and business ethics, which were measured by using Likert point scale from strongly disagree to strongly agree (from 1 to 5 point). Surveys were translated into English and Vietnamese, that creating by using Google form.

3.2.1. Data Collection

Primary data are fresh data gathered particularly by the researcher for a specific purpose, those data have already fathered by another researcher for another purpose is secondary data. In this research, data were collected is primary data, because of my specific purpose research and quantitative is the method chosen so using questionnaire is the best way to collect data.

Data collection was performed in some European countries through posting a link in social websites of swapsurvey.com limited in the scope of people who working in service organizations. Questionnaire also was translated into Vietnamese for the purpose of collecting data from Vietnam's service organizations like insurance, private education or hospitality.

3.2.2. Measures

Independent variable

Market orientation is the independent variable in this research, which is described as organization cultural, the most variable that effectively create the essential manner of behaviors for increasing the customer and organization value (Narver & Slater, 1990). The items for the market orientation include:

1. In your business unit, your company meets with customers at least once a year to find out what products or services they will need in future.
2. Your company poll ends users at least once a year to assess the quality of our products and services.
3. Your company has interdepartmental meetings at least once a quarter to discuss market trends and developments.
4. When something important happens to a major customer or market, the business unit knows about it within a short period
5. Any product that competitor offered, your company can match readily Salespeople's' performance in this business unit is measured by the strength of the relationship they build with customers.

Dependent variables

There are three dependent variables in this research: Employees satisfaction, customer satisfaction, and business ethics.

Employee Satisfaction: The knowledge about employee satisfaction already established in part II: satisfied employee leads direct to the organization successful, they have all resources, willingness, and responsibility to adapt and satisfy the customer. The items to be used in this content are found below:

1. The company clearly communicates its goals and strategies to you.
2. You receive enough opportunity to interact with other employees on a formal level.
3. You feel that my job requirements are clear.
4. In your company, managers here discourage employees from discussing work-related matters with those who are not their immediate superiors or subordinates.
5. My supervisor shows appreciation for the work that I do.
6. You are satisfied with your position in the company

Customer Satisfaction has mentioned in chapter two like one of the most important variables leads directly to the company productivity. That decides if the customer still wants to use the organization service or product. Five items are used to describe this variable:

1. Your company arranged transaction time based on customer convenient
2. Your company creates formal procedures to ensure that lessons learned in the course of a project are passed along to others doing similar tasks
3. Your Company's Customer Solutions representative provide full of information that knowledgeable and easy to understand about the service.
4. Customers almost continue to use your company's service in several times.
5. Your company has a high recommendation from customers and professionals in the same industry.

There are five items are used to describe the construct Business Ethics:

1. Risks to customer or partner should never be tolerated, irrespective of how small the risks might be.
2. Business ethics make doing business more complicated
3. In order to successful, it is often necessary to compromise one's ethics.
4. Your company is maintaining a good reputation/ positive image in public.
5. You think that an employee that accepted a present of merchandise or equipment from a supplier should be punished.

3.2.3. Method of Statistical Analysis

Statistical analysis software was used to analyze the data that collected from the surveys are SPSS and AMOS.

3.3. Reliability of the Measurement Variables

Factor Analysis

The first step in data analysis is factor analysis to expose the structure of correlation coefficients, besides the purpose of reducing or summarizing the data, factor analysis also has the confirmatory aim. Correlation matrix and the correlation with the sample size required of 150 or more is used to analyze the factors, each factor that significant must have factor loading higher than.

Item-to-item correlation:

Item-to-item Correlation was measured as the correlation of each item within one factor. Assumed that the total point is valid, and the total score of item is the effective correlation convergence.

Internal Consistency Analysis

Cronbach's alpha (α) coefficient is used to consider the relationship between items in a construct. Similarly, it uses to test the persistence of the factor (internal consistency). Because my questionnaire uses Likert scale to determine so Cronbach's alpha is the most credible coefficient to test the scale reliability. The factor is reliable if Cronbach's alpha greater than 0.7, and low reliability if Cronbach's alpha lower than 0.3.

Moderating Effect

The significant relationship between moderating variables with the others is confirmed by using moderator analysis in SPSS. That using β and p-value to indicate the significant relationship among variables.

3.4. Interrelationships between Research Variables**Structure Equation Model**

The overall compliance of the research framework is predicted by using AMOS 7 (structural equation model), uses to investigate the integrant model and the variables relationship also. Some coefficient to test if the model is fit or not are the following: Chi-square lower is better, Comparative Fit Index (CFI) must be higher than 0.9 and RMR (Root mean square error) in the scale of 0.05 - 0.08.

CHAPTER FOUR

RESEARCH RESULT

4.1. Descriptive Analysis

4.1.1. Response Rates

Data were collected for this research within one and a half month, starting from early May then completed in mid- June of 2016. Data were collected through online questionnaire for both Vietnamese and other countries.

For Vietnamese respondents, there are total of 150 respondents participated in the survey while 147 respondents totally completed the survey, and 3 of them left some part of the questionnaire. For Foreigner respondents, a total of 30 participated in the survey and 25 of them partially completed the questionnaire. In summary, the data collection process produced of 172 utilizable samples.

4.1.2. Respondents Characteristic:

Five demographic items are used to describe the characteristics of the respondents as follow: gender, age, education, working experience and salary.

According to the result, there are 52.65 % of female respondents higher than 47.35% of male respondents. The majority age of the respondents are under 25 (53.6%), 35.95% of respondents in the 26 – 40 age group, and 10.45% above the age of 41. The results also show that the majority of respondents seems to be well – educated, based on 69.65% of them hold a Bachelor’s Degree, and 26.6% of the respondent education status are after – graduate.

Evidently, all of respondents are working in service industry (requirement part of the survey), and generality of them have 1- 5 years of experience in working environment (39%), 30.5% of respondent who have more than 5 years of experience, and 30.5% for the respondents who have less than one year of experience.

With regard to salary, majority of respondents have salary between 201 and 300 USD (43.8%), while 24.8% of them only have the amount under 200USD and 31.4% have salary above 301 USD.

Table 4-1 *Respondents Characteristic Description*

Categories	Frequency	Percentage (%)
Country of Origin		
Vietnamese	147	66.4
Foreigner	25	33.6
Gender		
Male	81	47.35
Female	91	52.65
Age		
Under 25 years old	92	53.6
26-40 years old	62	35.95
Over 41 years old	18	10.45
Education		
Bachelor's Degree	120	69.65
After-Graduate Degree	46	26.6
Other	6	3.75
Working Experience		
Below 1 year	52	30.5
1 – 5 years	68	39
Above 5 years	52	30.5
Salary		
Below 200 USD	43	24.8
201 – 300 USD	75	43.8
Above 301 USD	54	31.4

4.1.2. Research Variable Measurement

The statistic of each questionnaire items are described in table 4.2 below. The statistics description includes the Means and Standard Deviations for market orientation, employee satisfaction – each have 6 items; 5 items for customer satisfaction and finally business ethics construct have 5 items.

Table 4-2 *Research Variable Measurement*

Factor Dimensions and Items	Research Items	Means	Standard Deviation
Market Orientation	mo1 In your business unit, your company meets with customers at least once a year to find out what products or services they will need in future	4.02	1.18
	mo2 Your company poll ends users at least once a year to assess the quality of our products and services.	3.85	1.26
	mo3 Your company has interdepartmental meetings at least once a quarter to discuss market trends and developments	4.23	1.12
	mo4 When something important happens to a major customer or market, the business unit knows about it within a short period	4.08	1.04
	mo5 Any product that competitor offered, your company can match readily	3.26	1.17
	mo6 Salespeople's' performance in this business unit is measured by the strength of the relationship they build with customers	4.24	0.89
Employee Satisfaction	es1 The company clearly communicates its goals and strategies to you	4.06	0.95
	es2 You receive enough opportunity to interact with other employees on a formal level	4.16	0.98
	es3 You feel that my job requirements are clear	4.05	1.01
	es4 In your company, manager discourage employees from discussing work related matters with those who are not their immediate superior or subordinates	3.20	1.23
	es5 My supervisor shows appreciation for the work that I do	3.74	0.92
	es6 You are satisfied with your position in the company	3.56	1.12

Table 4-2 *Research Variable Measurement (continue)*

Factor Dimensions and Items	Research Items	Means	Standard Deviation
Customer Satisfaction	cs1 Your company arranged transaction time based on customer convenient	4.02	0.96
	cs2 Your company creates formal procedures to ensure that lessons learned in the course of a project are passed along to others doing similar tasks	3.99	1.01
	cs3 Your Company's Customer Solutions representative provide full of information that knowledgeable and easy to understand about the service	3.98	0.94
	cs4 Customers almost continue to use your company's service in several times	3.78	0.84
	cs5 Your company has a high recommendation from customers and professionals in the same industry	3.28	0.9
Business Ethics	be1 Risks to customer or partner should never be tolerated, irrespective of how small the risks might be	4.10	1.27
	be2 Business ethics make doing business more complicated	3.03	1.27
	be3 In order to successful, it is often necessary to compromise one's ethics	4.23	1.07
	be4 Your company is maintaining a good reputation/ positive image in public	4.11	0.78
	be5 You think that an employee that accepted a present of merchandise or equipment from a supplier should be punished	3.26	1.39

For the market orientation construct, the result show the highest mean for mo6 (4.24) suggests that allmost of respondents completely agree that the strength of the relationships that employees build with their customers will used to evaluate their working performance; while the lowest mean of response agreement falls on mo5 (3.26), suggest that respondents neither agree or disagree that any product that competitor offered, the company can match readily. In general, the result show mean score of market orientation construct slightly above 3.26, which demonstrate the relatively important of market orientation to organization.

In terms of employee satisfaction, which describes the relationship of members and the organization and among members also, the highest mean means score on item es2 (4.16), while the lowest means score fall on item es4 (3.2). These imply that respondents think they receive enough opportunity to interact with other employees on a formal level, but they do not agree or agree that their manager encourage them discuss issues related to work with

people who are not immediate superior or subordinates. The result has all the mean score over 3.2 from a 5 point Likert scale, which proved most interview participants agreed with the statement.

As for the respondent “Customer Satisfaction” construct, the highest and lowest score fall on cs1 (4.02) and cs5 (3.28). The result demonstrate that even company arranged transaction time based on customer convenient, company has a high recommendation from customers and professionals in the same industry.

Finally, the business ethics construct shows that in order to successful, it is often necessary to compromise one’s ethics (be3 – 4.23 of the means score) and the business ethics do not either or neither make doing business more complicated (be2 – 3.03 of the means score). Wholly, the result demonstrates that business ethics quite important with the organization through the general means scores higher than 3.03 from a 5 point Likert scale.

4.2. Factor Analysis and Reliable Test

Table 4-3 *Factor Analysis and Reliable Test*

Construct	Variables	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Item-to-Total Correlation	Cronbach's α
				2.655	53.097		.777
Market Orientation	mo1	In your business unit, your company meets with customers at least once a year to find out what products or services they will need in future	.764			.603	
	mo2	Your company poll ends users at least once a year to assess the quality of our products and services.	.763			.597	
	mo3	Your company has inter - departmental meetings at least once a quarter to discuss market trends and developments	.760			.561	
	mo4	When something important happens to a major customer or market, the business unit knows about it within a short period	.737			.585	
	mo6	Salespeople's' performance in this business unit is measured by the strength of the relationship they build with customers	.608			.422	
	mo5	Any product that competitor offered, your company can match readily	DEL				

Table 4-3 Factor Analysis and Reliable Test (continue)

Construct	Variables	Items	Factor Loading	Eigenvalue	Accumulative Explanation %	Item-to-Total Correlation	Cronbach's α
				2.946	49.108		.821
Employee Satisfaction	es3	You feel that my job requirements are clear	.810			.666	
	es1	The company clearly communicates its goals and strategies to you	.785			.622	
	es2	You receive enough opportunity to interact with other employees on a formal level	.775			.634	
	es6	You are satisfied with your position in the company	.732			.578	
	es5	My supervisor shows appreciation for the work that I do	.715			.568	
	es4	In your company, manager discourage employees from discussing work related matters with those who are not their immediate superior or subordinates	DEL				
				2.885	57.703		.815
Customer Satisfaction	cs2	Your company creates formal procedures to ensure that lessons learned in the course of a project are passed along to others doing similar tasks	.837			.541	
	cs3	Your Company's Customer Solutions representative provide full of information that knowledgeable and easy to understand about the service	.786			.707	
	cs5	Your company has a high recommendation from customers and professionals in the same industry	.783			.640	
	cs1	Your company arranged transaction time based on customer convenient	.703			.512	
	cs4	Customers almost continue to use your company's service in several times	.678			.634	
					1.547	67.967	
Business Ethics	be1	Risks to customer or partner should never be tolerated, irrespective of how small the risks might be	.816			.443	
	be4	Your company is maintaining a good reputation/ positive image in public	.803			.443	
	be3	In order to successful, it is often necessary to compromise one's ethics	DEL				
	be2	Business ethics make doing business more complicated	DEL				
	be5	You think that an employee that accepted a present of merchandise or equipment from a supplier should be punished	DEL				

Market Orientation

In the construct Market Orientation, there are totally 5 items in one factor were used to explain. All of the variables factor loadings are higher than 0.6. The item has highest correlation with the market orientation construct is mo1 with factor loading of 0.764. The items to total correlation are almost above 0.5 except mo6 with 0.422 of the item to total correlation value – thus this item has lower inter-relationship with the construct than the others, with Cronbach's α equal is 0.777 and Eigenvalue equal to 2.655 thus a high value that representing for the whole construct. The total value of Accumulative Explanation equal is 53.097 present for the only factor in the market orientation construct. Established on all the standards, this construct reliability and internal consistency are acceptable.

Employee Satisfaction

In the construct Employee satisfaction, there are totally 5 items in one factor were used to explain. All of the items have higher 0.7 of factor loadings. The item has highest correlation with the employee satisfaction construct is es3 with factor loading of 0.810. The items to total correlation are almost above 0.5, with Cronbach's α equal is 0.821 and Eigenvalue equal is 2.946 thus a high value that representing for the whole construct. The total value of Accumulative Explanation equal is 49.108 present for the only factor in the employee satisfaction construct. Established on all the standards, this construct reliability and internal consistency are acceptable.

Customer Satisfaction

There are total 5 items were used to explain the construct customer satisfaction. All of the items have higher 0.6 of factor loadings. The item has highest correlation with the customer satisfaction construct is cs2 with factor loading of 0.837. The items to total correlation are almost above 0.5 with Cronbach's α equal is 0.815 and Eigenvalue equal is 2.885 thus a high value that representing for the whole construct. The total value of Accumulative Explanation equal is 57.703 present for the only factor in the customer satisfaction construct. Established on all the standards, this construct reliability and internal consistency are acceptable.

Business Ethics

In the construct Business ethics, there are totally 5 items were used to explain. All of the variables factor loadings are higher than 0.6. The item has highest correlation with the business ethics construct is be1 with factor loading of 0.816 that have the highest correlation with the construct.

The items to total correlation of each items is 0.443 that is relative acceptable; with Cronbach's α equal is 0.614 and Eigenvalue equal is 1.614 thus a high value that representing for the factor 1 inter-correlation of business ethics construct. The total value of Accumulative Explanation equal is 67.967 present for the business ethics construct.

Established on all the standards, factor 1 of this construct reliability and internal consistency are acceptable.

4.3. Moderating Effect of Market Orientation

In this section, A moderator analysis was used to determine the correlation between two constructs, one is the dependent of employee satisfaction and customer satisfaction on market orientation, the other is how business ethics and customer satisfaction moderated by market orientation

4.3.1. Moderating effect of market orientation on business ethics and customer satisfaction

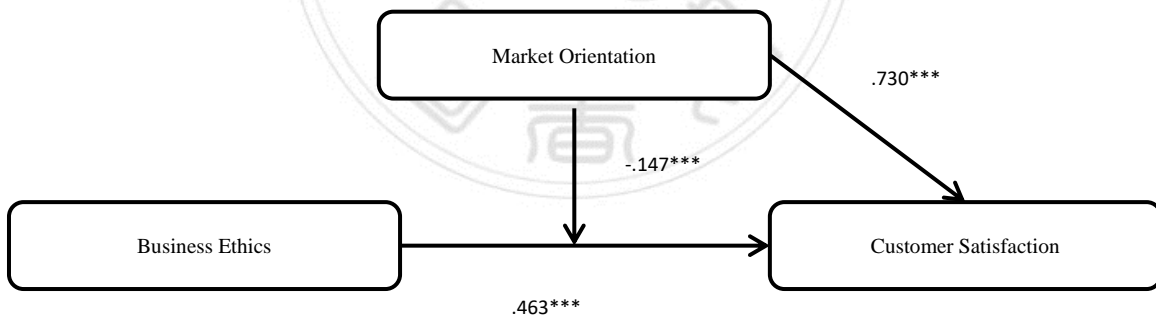


Figure 4.1 Moderating effect of market orientation on business ethics and customer satisfaction

Customer satisfaction and market orientation positive relationship can be seen from the result, with β value equal to .730 ($p < 0.001$). Besides that, model 2 demonstrate that business ethics is positively and significantly effected to customer satisfaction with β value equal to .463 and $p < 0.001$.

Table 4-4 *The First Results of The Interrelationship between “Market Orientation”, “Customer Satisfaction” and “Business Ethics”*

	Model 1	Model 2	Model 3	Model 4
	CS	CS	CS	CS
Independent Variable				
BE	.463***		.193**	.205***
Moderating Variables				
MO		.730***	.649***	.606***
Interaction Variable				
MO * BE				-0.147***
N	172	172	172	172
F-value	46.491	193.539	108.993	78.394
R²	0.215	0.532	0.563	0.583
Adj-R²	0.21	0.53	0.558	0.576
D-W	1.932	2.062	2.042	2.064

Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$, + $p < 0.1$

Table 4-4 above shows in model 3 that both moderating variable (market orientation with β value equal to .649 and $p < 0.001$) and independent variable (business ethics with β value equal to .193 and $p < 0.001$) are significantly effected to dependent variable (customer satisfaction). In otherwise, the result demonstrates that the interaction affected of market orientation and business ethics is negative and significant to customer satisfaction with $R^2 = 0.583$, β value = -.147 and $p < 0.001$. Thus, the hypothesis 6 is supported.

4.3.2. Moderating effect of market orientation on employee satisfaction and customer satisfaction

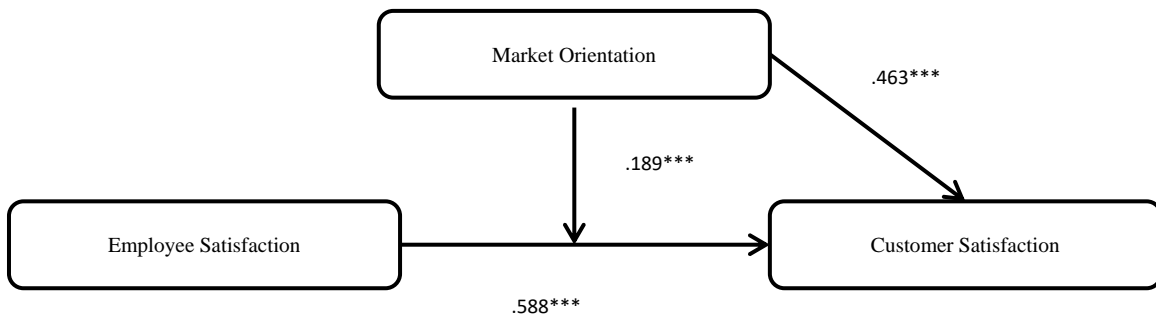


Figure 4.2 Moderating effect of market orientation on employee satisfaction and customer satisfaction

The model 1 shows the relationship between market orientation and customer satisfaction have β value equal to .463 with $p < 0.001$ shows that there is positive relationship between two variables. Besides that, model 2 demonstrate that employee satisfaction is positively and significantly effected to customer satisfaction with β value equal to .588 and $p < 0.001$.

Table 4-5 *The Result of The Interrelationship between “Market Orientation”, “Customer Satisfaction” and “Employee Satisfaction”*

	Model 1	Model 2	Model 3	Model 4
	CS	CS	CS	CS
Independent Variable				
ES	.588***		.475**	.501***
Moderating Variables				
MO		.463***	.218***	.261***
Interaction Variable				
MO * BE				.189***
N	172	172	172	172
F-value	89.749	46.491	51.872	39.282
R²	0.346	0.215	0.380	0.412
Adj-R²	0.342	0.21	0.373	0.402
D-W	1.962	1.932	1.972	1.985

Note: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.5$, + $p < 0.1$

Table 4-5 above shows in model 3 that both moderating variable (market orientation with β value equal to .218 and $p < 0.001$) and independent variable (employee satisfaction with β value equal to .475 and $p < 0.001$) are significantly effected to dependent variable (customer satisfaction). In otherwise, the result demonstrates that the interaction affected of market orientation and employee satisfaction is positive and significant to customer satisfaction with $R^2 = 0.412$, β value equal to .189 and $p < 0.001$. Thus, the hypothesis 7 is supported.

4.4. Research Result

Structural Equation Model (SEM) was put to practical appreciation the relationship between four variables: market orientation, employee satisfaction, business ethics and customer satisfaction, in addition to confirm the accommodation of the overall model and the inter-association of all items consisted in it; which is one of the main objectives of this

research, to examine and investigate the relationship between those four variables mentioned above. The structural equation model was described by the figure 4.3 and table 4- 6 below.

Table 4-6 *Research Model Fit Summary*

CMIN					
Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	37	68.793	54	.085	1.274
Saturated model	91	.000	0		
Independence model	13	950.330	78	.000	12.184

RMR, GFIA					
Model	RMR	GFI	AGFI	PGFI	
Default model	.045	.943	.905	.560	
Saturated model	.000	1.000			
Independence model	.353	.344	.235	.295	

Baseline Comparisons					
Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.928	.895	.983	.976	.983
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures			
Model	PRATIO	PNFI	PCFI
Default model	.692	.642	.681
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Parsimony-Adjusted Measures			
Model	PRATIO	PNFI	PCFI
Default model	.692	.642	.681
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

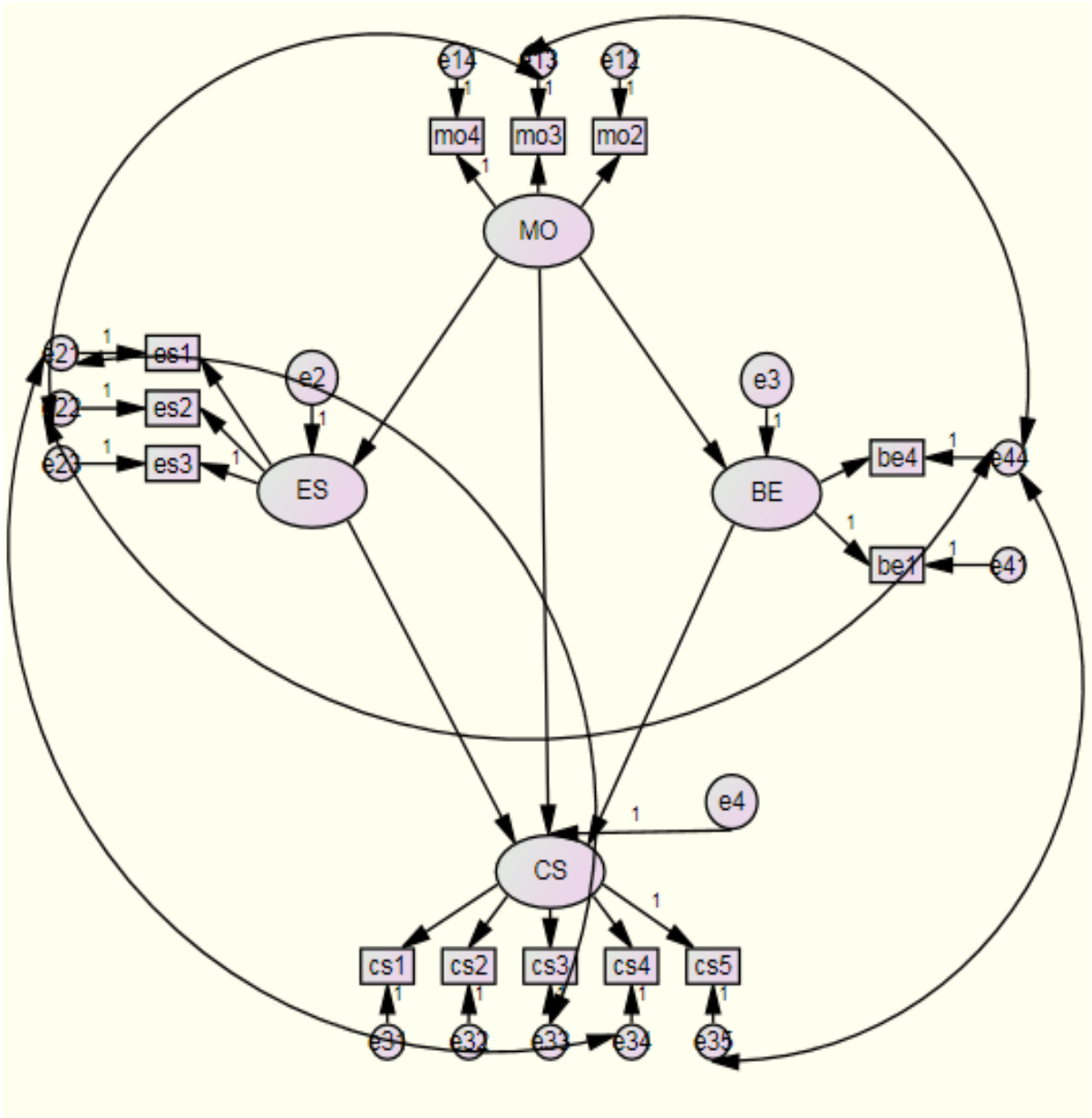


Figure 4.3 Proposal structural equation model

Table 4-7 *The Result of CFA & SEM*

Relations		Standardized Coefficients	C. R.
Variables			
Market Orientation (MO)	mo4	.664***	A
	mo3	.644***	6.741
	mo2	.578***	6.296
Employee Satisfaction (ES)	es3	.803***	A
	es2	.755***	9.815
	es1	.721***	9.307
Customer Satisfaction (CS)	cs5	.672***	A
	cs4	.580***	6.778
	cs3	.752***	8.468
	cs2	.796***	8.892
Business Ethics (BE)	cs1	.621***	7.205
	be4	.646***	7.479
	be1	.688***	A
Paths			
Market Orientation (MO) - Employee Satisfaction (ES)		.826***	7.062
Market Orientation (MO) – Business Ethics (BE)		.816***	6.158
Market Orientation (MO) – Customer Satisfaction (CS)		-.582	-1.396
Employee Satisfaction (ES) – Customer Satisfaction (CS)		.436*	2.525
Business Ethics (BE) – Customer Satisfaction (CS)		1.136**	2.750
Fit index			
Chi-Square (p-value)		68.793 (.085)	
Degree of freedom (d. f)		54	
Chi-Square/ d. f.		1.274	
GFI		0.943	
AGFI		0.905	
RMR		0.045	

* Note:

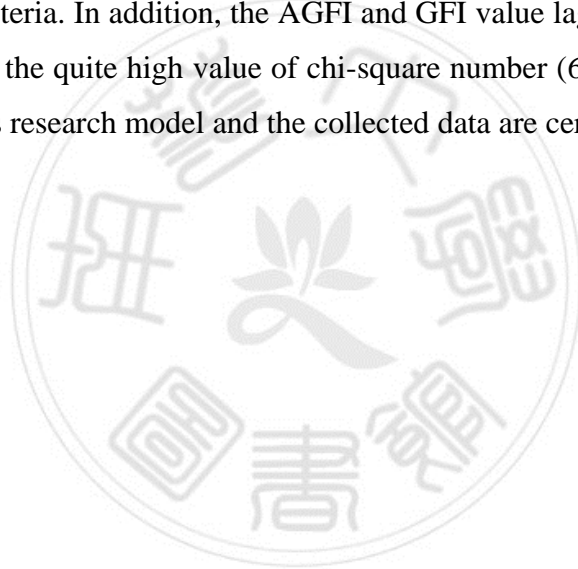
1. ***p-value <0.001, **p-value <0.05, *p-value <0.1; using a significance level of 0.05, critical ratios (t-value) that exceed 1.96 would be called significant.

2. A: the parameter compared by others is set as 1, therefore there is no C. R. It is determined as significant

Based on the result, we can see there are four construct of the structural equation model after using Confirmatory Factor Analysis to remove all the items that not significant. During the structural equation modeling progress, there is three items – mo6, mo5 and mo1 in market

orientation construct, three items – es4, es5, es6 in employee satisfaction construct and three items – be2, be3, be5 in business ethics construct were deleted.

Firstly, the consideration of each constructs and their items relationship are show in the Variables label. Clearly in this part of the table, almost of the correlation between variables are significant because of the C.R values are very high and p-value under 0.05. The second part – labeled Paths demonstrate the relationship between the constructs, shows 4 of 5 constructs' relationship are significant thus meet the C.R value higher than 1.96. Otherwise, the Customer Satisfaction and Market Orientation relationship with the C.R value of -1.396 (under 1.96) does not appropriate with the criteria, that means their correlation are insignificant. Besides that, chi-square, RMR, GFI, AGFI and CMIN/DF are allowed to judge the model's overall fit. The result shows the value of chi-square/d.f is 1.274 less than 3 that accommodate the criteria. In addition, the AGFI and GFI value lager or equal to 0.9 in turn as 0.905, 0.943 with the quite high value of chi-square number (68.793) demonstrate fit of the model. Thus, this research model and the collected data are certainly support to the fit.



CHAPTER FIVE

CONCLUSION AND SUGGESTION

5.1. Conclusions

From the hypotheses result table below, plenty of conclusions can be established regarding the correlation among the constructs used for this research model. The first three hypotheses concern market orientation which found that both employee satisfaction and business ethics but customer satisfaction can be interpreted by market orientation. Firstly, the research shows that there is significant relationship between market orientation and employee satisfaction, we also can find the similar result in Ahmed, Rafiq, & Saad (2003) study that employee attitude can be affected by market orientation established on their satisfaction. Bases on the positive relationship of employee satisfaction and market orientation, can be predicted that market orientation is the important variable to develop the organization value. In addition, the result about market orientation and business ethics shows the similar result with Widana et al. (2015) research that market orientation have strongly related to business ethics. Business ethics is the criterion and principle that lead behavior in all types of businesses (Crittenden et al., 2011), also growth the positive impacts and deduct the negative influence to social. In otherwise, against previous researches, customer satisfaction and market orientation relationship in this study is not significant, in fact hypotheses 6 and 7 show that the interrelationship between customer satisfaction and others variables all supported, that means customer satisfaction need more manifestation to become more significant in the relationship with market orientation in the organization development. Secondly, the dependent of customer satisfaction on employee satisfaction and business ethics are all significant and supported in hypotheses 4 and 5. Potterfield (1999) research shows the result that support on this correlation: customer satisfaction and company productivity have been influenced by satisfied employees because they are more loyal, responsible and innovative. Hence, the greater the employee satisfaction, the higher the customer satisfaction will be. Business ethics is also an important variable that positive effect on customer satisfaction, such as risks to customer or partner should never be tolerated, irrespective of how small the risks might be.

Finally, there are inter-relationship between the moderator variable (market orientation) with others dependent variables. As mentioned in the first conclusion, although market orientation does not really have significant relationship with customer satisfaction, but it has

positive effect to the relationship between employee and customer satisfaction. This moderating effect is supported by this study and several researches before such as the theory of Ruekert & Walker (1987) shows that a strong market-oriented can increase customer satisfaction and increase value for the company, that is connected by a marketing employee. Otherwise, the finding indicated market orientation did have a negative influence on the relationship of business ethics and customer satisfaction. The study of Widana et al. (2015) indicated that market orientation does not have particularly mediated the correlation between business performance and business ethics.

Table 5-1 *Hypotheses Results*

No	List of Hypothesis	Results
H1	The relationship between "Market Orientation" and "Employee Satisfaction"	Supported
H2	The relationship between "Market Orientation" and "Customer Satisfaction"	Not Supported
H3	The relationship between "Market Orientation" and "Business Ethics"	Supported
H4	The relationship between "Employee Satisfaction" and "Customer Satisfaction"	Supported
H5	The relationship between "Customer Satisfaction" and "Business Ethics"	Supported
H6	The interrelationship between "Market Orientation", "Customer Satisfaction" and "Employee Satisfaction"	Supported
H7	The interrelationship between "Market Orientation", "Customer Satisfaction" and "Business Ethics"	Supported

5.2. Managerial Implication

This research concentrates to the academic and business value. There are few of researches before concerned about the relationship between business ethics with the others variable in business such as market orientation or customer satisfaction, does business ethics really effect to the business performance? This study result indicates the theory that market orientation has significant and negative effect to the relationship of business ethics and customer satisfaction. Furthermore, the role of market-oriented was improved by the result

that strong market orientation can influence on customer satisfaction in the positive way through employee satisfaction.

Based on all the academic value to examine for the business aspect, the study suggests practical insights for organization in service industry. Since the customer demand have changed overtime, especially in the business of service, thus to increase the satisfaction of customer, the company should focus on improve the market orientation to lead their employee who connected directly to the customer have a clear marketing strategy adapt with the market and the company criterions.

5.2. Limitations

This study has some limitations that although customer satisfaction is one of the main variable, the experimental study of this variable based on the view of employee or employer who work in the service industry, did not consider the customer view. That can be the reason of unclearly relationship between customer satisfaction and market orientation. Since this is limited time to complete the research, I intended to add a limited participant in collecting data. If I have more condition and times, I prefer to target as much as possible respondents in several service company, that provide a more comprehensive prospect conclusion.

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APPENDIX

Appendix A: English Questionnaires

Section I. Personal Information

Q1: Gender

1. Male
2. Female

Q2: Age

1. Below 25
2. 26-40
3. Above 41

Q3: Education

1. Bachelor
2. After Graduate
3. Other

Q4: Working Experience

1. Below 1 year
2. 1 – 5 years
3. Above 5 years

Q5: Salary

1. Below 200 USD
2. 201 – 300 USD
3. Above 300 USD

Section III. Measurement of Variances

1. Strongly disagree
2. Don't agree
3. Neutral
4. Agree
5. Strongly Agree



Q1: Market Orientation (MO)

Questions	Measurement				
In your business unit, your company meets with customers at least once a year to find out what products or services they will need in future	1	2	3	4	5
Your company poll ends users at least once a year to assess the quality of our products and services.	1	2	3	4	5
Your company has interdepartmental meetings at least once a quarter to discuss market trends and developments	1	2	3	4	5
When something important happens to a major customer or market, the business unit knows about it within a short period	1	2	3	4	5
Any product that competitor offered, your company can match readily	1	2	3	4	5
Salespeople's performance in this business unit is measured by the strength of the relationship they build with customers	1	2	3	4	5

Q2: Employee Satisfaction (ES)

Questions	Measurement				
The company clearly communicates its goals and strategies to you	1	2	3	4	5
You receive enough opportunity to interact with other employees on a formal level	1	2	3	4	5
You feel that my job requirements are clear	1	2	3	4	5
In your company, manager discourage employees from discussing work related matters with those who are not their immediate superior or subordinates	1	2	3	4	5
My supervisor shows appreciation for the work that I do	1	2	3	4	5
You are satisfied with your position in the company	1	2	3	4	5

Q3: Customer Satisfaction (CS)

Questions	Measurement				
Your company arranged transaction time based on customer convenience.	1	2	3	4	5
Your company creates formal procedures to ensure that lessons learned in the course of a project are passed along to others doing similar tasks	1	2	3	4	5
Your Company's Customer Solutions representative provide full of information that knowledgeable and easy to understand about the service	1	2	3	4	5
Customers almost continue to use your company's service in several times	1	2	3	4	5
Your company has a high recommendation from customers and professionals in the same industry	1	2	3	4	5

Q4: Business Ethics (BE)

Questions	Measurement				
Risks to customer or partner should never be tolerated, irrespective of how small the risks might be	1	2	3	4	5
Business ethics make doing business more complicated	1	2	3	4	5
In order to successful, it is often necessary to compromise one's ethics	1	2	3	4	5
Your company is maintaining a good reputation/ positive image in public	1	2	3	4	5
You think that an employee that accepted a present of merchandise or equipment from a supplier should be punished	1	2	3	4	5

Q1: Định hướng thị trường:

Câu hỏi	Phạm vi				
Công ty của bạn gặp gỡ khách hàng ít nhất mỗi năm một lần để tìm hiểu và định hướng sản phẩm hoặc dịch vụ khách hàng mong muốn trong tương lai.	1	2	3	4	5
Công ty của bạn thực hiện khảo sát khách hàng ít nhất mỗi năm một lần để đánh giá và kiểm định chất lượng sản phẩm/ dịch vụ của công ty.	1	2	3	4	5
Công ty của bạn thường tổ chức họp nội bộ ít nhất mỗi quý để thảo luận về xu hướng thị trường và định hướng phát triển.	1	2	3	4	5
Khi bất cứ sự kiện quan trọng nào xảy ra đối với khách hàng hoặc diễn ra trên thị trường, công ty của bạn sẽ lập tức cập nhật trong thời gian ngắn.	1	2	3	4	5
Bất cứ dịch vụ/ sản phẩm nào xuất hiện trên thị trường hoặc ở công ty đối thủ, công ty của bạn đều có thể đáp ứng.	1	2	3	4	5
Sự thành công của người bán hàng được đánh giá thông qua các mối quan hệ mà họ xây dựng được với khách hàng.	1	2	3	4	5

Q2: Sự hài lòng của nhân viên

Questions	Measurement				
Công ty phổ biến rõ ràng về mục đích và chiến lược cho bạn.	1	2	3	4	5
Bạn có được nhiều cơ hội để giao tiếp và trao đổi với đồng nghiệp trong công ty.	1	2	3	4	5
Yêu cầu công việc được phổ biến và trình bày cho bạn một cách rõ ràng.	1	2	3	4	5
Quản lý không khuyến khích bạn trao đổi công việc liên quan cho những người không phải là quản lý trực tiếp.	1	2	3	4	5
Bạn cảm thấy công việc của mình được đánh giá hợp lý và tích cực từ người giám sát	1	2	3	4	5
Bạn hài lòng với vị trí hiện tại của mình trong công ty.	1	2	3	4	5

Q3: Customer Satisfaction (CS)

Questions	Measurement				
Công ty của bạn sắp xếp thời gian giao dịch dựa trên sự thuận tiện cho khách hàng	1	2	3	4	5
Công ty thiết lập một hệ thống chuyên nghiệp để đảm bảo tất cả những thông tin và dự án được chuyển tải một cách đơn giản và dễ hiểu nhất cho khách hàng.	1	2	3	4	5
Văn phòng đại diện cung cấp cho khách hàng đầy đủ kiến thức và hiểu biết về các dịch vụ mà công ty cung cấp.	1	2	3	4	5
Hầu hết khách hàng đều tiếp tục sử dụng dịch vụ của công ty bạn	1	2	3	4	5
Công ty của bạn nhận được phản hồi tích cực từ khách hàng và các chuyên gia trong ngành.	1	2	3	4	5

Q4: Đạo đức kinh doanh

Questions	Measurement				
Các rủi ro dù là nhỏ nhất có thể xảy ra cho khách hàng đều được công ty quan tâm và cân nhắc kỹ càng.	1	2	3	4	5
Đạo đức trong kinh doanh khiến việc kinh doanh trở nên phức tạp hơn	1	2	3	4	5
Để thành công trong công việc, thì đạo đức trong kinh doanh là điều cần thiết.	1	2	3	4	5
Công ty của bạn tạo dựng được hình ảnh tích cực trong thị trường.	1	2	3	4	5
Việc nhân viên nhận quà tặng hoặc các vật phẩm từ khách hàng nên được nghiêm cấm.	1	2	3	4	5