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Firm Market Orientation and Its Effect on Customer Service Quality Perceptions and Employee Commitment in Service Industries

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Abstract
This study is on the assessment of market orientation on selected customer variables such as customer service quality perceptions, loyalty and satisfaction; and employee variables including employee customer orientation, job satisfaction and organizational commitment. The focused areas are the hospitality and banking industries. Data collection was by questionnaire while secondary information was used for the review of literature. The population was 5601 staff and 908,310 customers of the selected oganisations in the South- South Nigeria. The sample size was 373 staff and 400 customers using Taro Yamane formula for finite population. The analyses of data was by Analysis of Variance (ANOVA).The results obtained was that Market orientation has positive significant effect on service quality perception and also on employee commitment. Managers should encourage employees on skill acquisition and development as customers' perceptions of employees and orgnisations will greatly be improved.
Keywords: Market Orientation, Intelligence Generation, employee Commitment

1.1 INTRODUCTION

In Nigeria today, the service sector is one of the most vibrant, if not the most vibrant, sector in the economy. From 2003, this sector has been the fastest growing non-oil sector of the Nigerian economy and is projected to even grow more (Ovia,2008) Three of the industries which are arguably the highest private sector, non-oil employers of labour and contributors to the nation's economy are the telecommunications, banking and hospitality. All of which are part of the services sector.

The banking and hospitality industries are two highly competitive industries of the Nigerian economy. The banking industry is made up of 21 big banks each with a regional, national or as in the cases of a few of them, international coverage, all jostling for a larger share of the Nigerian market be it individual or corporate customers. The hospitality industry on the other hand is another area in which competition is high. Although lack of proper database makes it difficult to ascertain the number of new hotels that are opened yearly, but it can be observed that in a lot of big cities like Port Harcourt, hotels seem to be springing up every year. In a place like Port Harcourt it is so obvious when one can note that in certain areas of the city, hotels occupy a very significant portion of the space, sometimes separated by just a few metres.

Every business in highly competitive environments can only succeed as long as its customers are satisfied and loyal enough to not just keep coming back but also recommend the firm to others. Implicit in this of course is that the business offers products or in this case services that are of high quality. On the other hand, the employees of the business are the vital link to delivering such value to the customer. These employees beyond being well trained and skilled must also be committed to the organization if they are to really deliver on the firm's promises.

It is not a hidden fact that most Nigerian commercial banks and hotels are the target and focus of a lot of complaints from customers about bad services like having to wait for long to be served, lack of courtesy by service staff, unreasonable prices etc. But this ought not to be so, because in order to stay competitive and profitable, Nigerian commercial banks and hotels have to offer services that would be considered or perceived to be of high quality by customers and potential customers which would lead to continued patronage. As the competition in these industries seemingly increases, the issue of customer perceptions of service quality cannot be ignored by banks and hotels. Being market oriented which means being willing to listen to the customers and potential customers and designing services and offering on the basis of customer stated needs and anticipated needs, has been said to result in service offerings which customers would consider of high quality and would therefore lead to satisfied and loyal customers. On the other hand, the behaviour and performance of employees of these commercial banks and hotels, are crucial to the achievement of their goals and objectives especially the goal of satisfying customers. Market orientation has been said to have both social and psychological benefits for employees of business organizations. One of these benefits is commitment to their jobs. Hence, the question is: *would increased level of implementation of market orientation by commercial banks and hotels lead to better service perceptions by customers and increased commitment to the organization?*

Also, in spite of the wide range, plethora of studies conducted in the area of market orientation, and in spite of its proposed and empirically established role in ensuring better performance for organizations, studies conducted in Africa are so few. The need for research into the outcomes or effects of market orientation in the African context and specifically, in the Nigerian context becomes even more pronounced, based on the assertion of Harry and Piercy (1999) in Zebal (2003:12) that the market orientation study in a single country is likely to produce findings that are culture-specific hence it may not be ideal and even inappropriate to generalize the findings to other settings. *The objectives of this study are: To assess the effect of market orientation on (i) service quality perceptions of customers and, (ii) commitment of employees of commercial banks and hotels in south-south, Nigeria.*

1.2 LITERATURE REVIEW

Market orientation is considered the implementation of the marketing concept (McCarthy & Perrault, 1984; Kotler and Keller, 2004). Hence, market orientation is a set of behaviours and activities implemented or exhibited in the organization that reflect the implementation of the marketing concept. Kohli and Jaworski (1990) outline three key themes or factors that underpin the marketing concept or market orientation. These are: (i) customer focus (ii) coordinated marketing and (iii) profitability. These three themes were the result of their exploratory study. The study made use of interviews with 33 marketing managers, 15 non-marketing managers and 14 senior managers drawn from 47 large and small business organizations and 10 business academicians from two large US universities which was aimed at developing a theoretical framework for understanding the implementation of the marketing concept.

Customer focus or customer orientation is the central element or tenet of market orientation. Customer orientation involves obtaining information from customers about their needs, wants and preferences. It also involves taking actions based on information obtained from the market.

Co-ordinated Marketing/Integrated Marketing involves implementing the marketing concept is not the job of the marketing department or function alone. It involves all departments and functions in the organization, working together to respond to customer needs. Market orientation goes beyond the marketing department and is organization-wide. It avoids over-emphasis on the marketing department and facilitates co-ordination and responsibility sharing between the marketing department and other departments and the market.

Profitability is considered the consequence or one of the consequences of the implementation of the marketing concept. It is understood that as customers are satisfied, they would purchase more of the firm's products which would lead to increase in profits for the firm.

Perspectives of Market Orientation

2.1.1 The Decision Making Perspective (Shapiro, 1988): Shapiro (1988) developed the decision making perspective. Shapiro proposed that a firm's market orientation hinged around its decision making processes and proposed that three characteristics make or constitute a market oriented firm. Firstly, information on all important buying must permeate all corporate functions; secondly, strategic and tactical decisions must be made interfunctionally and inter-departmentally; thirdly, all divisions and functions must make well-coordinated decisions and execute them well.

2.1.2 ***The Behavioural Perspective (Kohli and Jaworski, 1990):*** Kohli and Jaworski (1990) saw market orientation as a set of information related behaviours of an organization. In that light, they defined market orientation as "the organization-wide generation of market intelligence pertaining to current and customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it" (Kohli and Jaworski (1990).

2.1.3 The Cultural Perspective (Narver and Slater, 1990): Narver and Slater (1990), the proponents of this perspective present market orientation as an aspect of organizational culture. Narver and Slater (1990) define market orientation as "the organization culture that most effectively creates the necessary behaviours for the creation of superior value for buyers and thus continuous superior performance for the business" (Narver and Slater, 1990:21), and proceeded to operationalize market orientation with three components; customer orientation, competitor orientation and inter-functional co-ordination.

Customer orientation which is considered the heart of a market orientation (Slater and Narver, 1994) requires the seller to understand the customer's needs and preferences. Slater and Narver (1994) point out that both intermediate customers and end-users must be considered. The market oriented firm must identify all issues that can impact on the customer's satisfaction along the value chain.

Competitor orientation involves understanding the strengths and weaknesses of principal competitors, identifying and understanding their long-term capabilities and strategies. *Interfunctional co-ordination* involves the coordination of personnel and other resources throughout the company to create value for buyers.

2.1.4 The Strategic Focus Perspective (Ruekert, 1992): Ruekert (1992) posits the strategic focus perspective as the degree to which a Strategic Business Unit (SBU) obtains and uses information regarding its customers, develops a strategy based on such information and implements such as strategy to meet those needs identified. Customer needs and wants must be the basis of strategy formulation and implementation.

2.1.5 The Customer Orientation Perspective (Deshpande, Farley and Webster, 1993): This perspective was developed by Deshpande, Farley and Webster (1993). Deshpande et al (1993) defined market orientation as "the set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers, and employees, in order to develop a long-term profitable enterprise (Deshpande, Farley and Webster, 1993:27). This perspective considers customer orientation as the most crucial aspect of market orientation and goes further to assert that market orientation is synonymous with customer orientation.

Although five different perspectives are presented, a look at all five perspectives shows certain elements that are common to them. These common themes constitute the basic aspects or behaviours that are consistent with a market orientation. These are: (i) customer orientation or focus, (ii) intelligence generation, (iii) intelligence dissemination/interfunctional coordination and (iv) intelligence responsiveness.

Customer Focus

The customer's place as the most important aspect of a market orientation is the first point of agreement amongst all perspectives. Customer focus involves understanding of the needs and preferences of customers and the markets by organizations. A customer orientation is the most important aspect of the market orientation concept. Market oriented firms are those that put the customer at the center and as the focal point of all business operations.

Intelligence/Information Generation

Organizations operate in an environment which affects them and is affected by the organization. It is therefore vital that the organization constantly keeps in touch with changes in the environment by gathering and analyzing information. The firm must generate information on the customer and all influences on the customer. It is only by generating information on the market that the firm can keep in touch with changes in the market. Generation of market information can be done through formal or informal means. For much larger organizations with much more formal structures, this can involve analysis of existing market information, formal market research like customer surveys, focus group research, data mining etc. for smaller businesses, although not exclusively for them, it can be in the form of direct interactions with customers, suggestion boxes, customer feedback forms etc.

Intelligence Dissemination/Interfunctional Coordination

As Schlosser and McNaughton (2004) point out, market orientation is cross-functional in nature. It requires the efforts of all functions (Slater and Narver, 1994). In market oriented firms, the need for horizontal or lateral communication increases so as to disseminate information across groups, sections, units or departments. Market oriented firms are those that increasingly recognize that no department can on its own serve the customer effectively. Dissemination of market information can be through formal means like company bulletins, newsletters, access for all employees to customer databases, sharing of customer survey data etc. however it can also take less formal means like routine discussions among staff, informal "hall" talk etc.

Intelligence Responsiveness/Taking Action

Planning and implementing a response or responses to market information is the culmination of the market orientation process. Generating and disseminating market information would be useless without using such information as the basis for planning and implementation of market offerings. Market oriented firms are therefore firms that increasingly make use of market information to plan and implement their marketing programmes. Market oriented firms are therefore firms that make use of market information to:

- **i.** Decide on the markets/segments to target and serve,
- **ii.** Decide on the products/services to offer the market, how to design and plan these products/services
- **iii.** Decide on how these products/services would be priced, what type of pricing method would be used to enable the firm not only offer better value but also achieve its financial/market objectives
- **iv.** Decide on how these products/services would be distributed
- **v.** Decide on how these products/services would be promoted, what type of promotion whether advertising, sales promotion, public relations etc.

Overall, market orientation has gained a lot of prominence because of its relationship with firm economic performance. It is generally accepted that higher levels of market orientation would result in better performance (economically) for the firm. This has been proven empirically in a few studies including; Asikhia (2010) who found market orientation to be significantly and positively related to business performance based on correlation analysis; Dauda and Akingbade (2010) who found that market orientation was positively and significantly related to profitability, sales growth, customer retention and customer satisfaction; Zebal and Godwin (2011) found a positive relationship between market orientation and customer satisfaction and organizational commitment; Jaworski and Kohli (1993) found a significant and positive relationship with business performance. These are just a minuscule view of the wide range of studies on market orientation.

2.2 Service Quality Perceptions

Service quality is generally viewed from two perspectives.

- i. *The disconfirmation and gap perspective*: The disconfirmation paradigm or model is the generally adopted model in customer satisfaction literature (Buttle, 1995). This views service quality perceptions as a function of the relationship between Customer Expectations (CE) and the actual service outcomes (CO). That is, customers assess or compare the service received with their expectations. Parasuraman et al., (1988:15) define service quality as "the consumer's judgment about an entity's overall excellence or superiority, it is a form of attitude, related but not equivalent to satisfaction, and results from a comparison of expectations with perceptions of performance. Their definition supports the view of Gronroos (1984). Gronroos (1984) in Suuroja (2003:11) defines service quality as "the outcome of an evaluation process, where the customers compare their expectations with the service they have received". These definitions present the disconfirmation paradigm or perspective.
- ii. *The attitudinal perspective*: The attitudinal paradigm viewed service quality as the customer's disposition towards the product or service's ability to provide the desired benefits. The proponents of this perspective argue that the disconfirmation model does not clearly delineate the difference between customer satisfaction and service quality (Buttle, 1995; Suuroja, 2003). Rather, they suggest service quality should be customers' attitude towards the service. In this light, Arnauld et al., (2002) in Abu (2004:634) define service quality as "the consumers' evaluative judgment about an entity's overall excellence or superiority in providing desired benefits." Providing basically the same definition as that of Arnauld et al., (2002) Schneider and White (2004) in Hossain and Leo (2009:340) define service quality as "a judgment about a service's overall excellence or superiority".

Dimensions of service quality

Although there are two basic views of the dimensions of service quality that are identified in literature, i.e. the Expectations-Performance/gap perspective and the Nordic or performance-based perspective (Suuroja, 2003; Kang and James, 2004), this work would make use of the widely used expectations-performance/gap perspective which is built around the work of Parasuraman et al (1988).

Parasuraman et al., (1988) in their initial work identified ten dimensions that formed the basis of customer evaluation of service quality. These were tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding the customer and access. (Parasuraman et al., 1985 in Parasuraman et al., 1988). However, based on scale purification, these ten dimensions were reduced to five dimensions. These are; tangibles, reliability, responsiveness, assurance and Empathy. Parasuraman et al., (1988) point out that the dimensions – assurance and empathy contain items representing seven original dimensions – communication, credibility, security, competence, courtesy, understanding and access. These five dimensions are discussed below.

- **Tangibles:** The appearance of physical facilities, equipment and appearance of personnel, including the design of the office.
- **Reliability:** The ability to perform the promised service dependably and accurately, consistency in performance and dependability.
- **Responsiveness:** The willingness to help customers and provide prompt service.
- **Assurance:** The knowledge and courtesy of employees and their ability to inspire trust and confidence.
- **Empathy:** The caring and individualized attention the firm provides its customers.

It has been argued, that the gap perspective is inadequate as it ignores the simple fact that services can be divided into service delivery process and service delivery outcomes (Kang and James, 2004). It is pointed out that the American perspective focuses only on the process and ignores the outcome (Buttle, 1995; Kang and James, 2004). However, in spite of these criticisms, the SERVQUAL, as can be seen from a review of service quality literature is widely used in studies most times from the attitudinal perspective i.e. the dimensions of SERVQUAL are used to assess a customer's perception of a service without recourse to testing expectations which is generally the idea behind the SERVQUAL. The SERVPERF which is also a measure designed based on the SERVQUAL is also widely used in research.

Service quality dimensions have been found to be significantly and positively related to service performance which has been measured using financial/monetary gain and value gain (Cook and Verma, 2002). Service quality has a positive and significant relationship with customer satisfaction (Kang and James, 2004).

Service quality is judged not only on the basis of the physical appearance of the service firm but in other areas like courtesy, reliability, willingness to help the customer etc. Proprietors of hotels in Nigeria today make very good attempts at ensuring that the place is physically attractive and appealing. Some of the best exterior and interior designs are in commercial banks and hotels. However, as appealing as this may be, most customers of these establishments still end up judging the services negatively. This is because certain problems are found to be recurring in Nigerian banks and hotels. These include: (i) lack of courtesy, the rudeness and uncouth behaviour of most service staff discourage most people after one encounter to go back there unless they have no choice (Adetutu, 2010), (ii) promptness of service, Most service staff do not like their personal routines to be disturbed, therefore most times they do not see any need to rush to offer a service. Specifically, in the case of banks, beyond the long waiting periods suffered by customers of most Nigerian banks of the most time which is a source of discomfort, too many times staff of these banks are not willing to take time to explain things to customers who need it, they seem to be in a hurry to get rid of the person and seem to get annoyed if the person doesn't understand quickly. These and many more are sources of the negative perceptions most Nigerians have of commercial banks' and hotel services that need improvement.

2.3 Employee Commitment

In the areas of human resource management and organizational behaviour, organizational commitment has been the subject of much empirical work. It represents one of the employee outcomes sought by managers because it has been linked to many positive outcomes including employee intention to stay (Mathieu and Zajac, 1990), and employee word of mouth (Paulin et al., 2006). Organizational commitment has been defined in different ways over the years. However, the works of Porter, Steers, Mowday and Boulian (1974) and Meyer and Allen (1991) are generally acknowledged.

Porter et al., (1974) in Noor Harun and Noor Hasml (2006:90) define organizational commitment as "the strength of an individual's "identification with and involvement in a particular organization". Porter et al. (1974) characterize it by three psychological factors: (i) desire to remain in an organization, (ii) willingness to exert considerable efforts on its behalf and (iii) belief in and acceptance of its goals and values.

Allen and Meyer (1991), defined organizational commitment in terms of three inter-correlated but separate components of commitment (Abdullab, 2011). According to Allen and Meyer (1991), organizational commitment is made up of *affective commitment* i.e. the employee's emotional attachment to, identification with, and involvement in the organization. Employees with strong affective commitment stay in the organization because they want to; *continuance commitment* i.e. commitment that is based on the costs that the employee associates with leaving the organization and normative commitment. Employees with continuance commitment stay in the organization because they stand to loose a lot if they leave hence they are "forced" to stay; *Normative commitment* i.e. the employee's feelings of obligation to remain with the organization due to his/her values and norms. Employees with normative commitment stay because of a congruence between their values and norms and those of the organization.

Amongst the three forms of commitment, affective commitment is the most desired form of commitment in organization (Yew, 2008). Although in organizational commitment research the impression is given that an employee can have only one form of commitment at any time i.e. they are mutually exclusive, Stallworth (2003) in Chipunza et al., (2011) points out that these three types of commitment are psychological states which employees experience in differing degrees and varying strengths. In other words, these three forms exist at every point in time but in varying strengths. Previous studies have identified some antecedents of organizational commitment. These include job satisfaction, organizational empowerment and career advancement opportunities (Loong, 2011), leadership styles (Chipunza et al., 2011), gender (Mathieu and Zajac, 1990), market orientation (Jaworski and Kohli, 1993).

This study would be focused on affective commitment hence commitment would be defined as an emotional attachment to the organization. Issues of job satisfaction and organizational commitment are crucial in the commercial banks and hotels in Nigerian because the more satisfied and committed these employees are, the more likely that they would be willing to go the extra mile in serving customers. Talking to most employees of some service firms and their list of grievances with the firm seems endless. At the end of the day, for most of them, these jobs are just meant to keep them going until they can find better jobs elsewhere.

In recent times there have been quite a number of reported cases of conflicts between Nigerian commercial bank employees and the management of these banks which is a reflection of staff discontentment. Commitment to the organization for a lot of these bank employees is so low; they are only with these banks because they have no other choice. The story is not far different from that in hotels. A lot of employees in hotels do not necessarily develop close emotional bonds with these establishments, for them these are just jobs someone does to fund their education and take care of other needs temporarily. Hence generally, satisfaction with these jobs are lacking with the attendant lack of commitment to them. Even in those few who actually enjoy the jobs and have some level of commitment to them, it would benefit the organization if they could be moved or motivated to higher levels of commitment. Market orientation has been posited as one of the drivers of organizational commitment. This study would try to ascertain this relationship as a means to providing better policy platforms for managers of commercial banks and hotels.

3.0 METHODOLOGY

The focus of this study was the banking and hospitality industries in the south-south region of Nigeria. The study made use of a descriptive survey method. The study was aimed at assessing the perceptions of employees and customers of these organizations hence the population for the study consisted of all staff and customers of commercial banks and hotel establishments in the six states of the south-south. These states are Rivers, Baylesa, Cross River, Akwa Ibom, Edo and Delta states. Using convenience sampling, three banks and six hotels were selected. These banks were ecobank, skye bank and guaranty trust bank, while the hotels were Hotel Presidential (Rivers), Royal Marbles (Edo), Intercontinental Gardens (Bayelsa), Transcorp Metropolitan (Cross River), Le Meridien Ibom (Akwa Ibom) and South Gate (Delta). A branch of each of the three banks (especially the main branch) was selected in each state. Based on estimates of staff strength and customer base provided by employees of these establishments, an accessible population size of 5601 (for staffs) and 908,310 (for employees) was arrived at. Using Taro Yamen's (1967) formula a sample size of 373 staffs and 400 customers was obtained. It is also noteworthy that if the Taro Yamen table is used for determining sample size these figures can be obtained without going through the process of calculation simply by looking at the table as presented in Eboh (2009:94) which shows that for a precision level of 5%, populations of between 5000 and 6000 would produce sample size ranging between 370 and 375; while for sample sizes above 100,000 the sample size would not exceed 400.

Data was obtained using self-administered questionnaires. Questionnaires were made up Likert-type statements used to assess respondents' perceptions of these variables.

Questionnaire distribution was done using the following formula:

N = sample size/total number of firms

where total number of firms is = 6 states X number of sampling units (i.e. 4)

= 6 x 4 = 24

Staff were: N = 373/24 = 15.5 = 16 questionnaires

Customers were: N = 400/24 = 16.6 = 17 questionnaires

Due to the difficulties associated with travelling to each of these states to distribute and retrieve questionnaires, relatives and friends in these states were used in distributing and retrieving questionnaires. A total of 384 questionnaires for staff and 408 questionnaires for customers were distributed with a response rate of 56% and 53% respectively.

4.0 RESULTS

A pilot study was conducted to assess the internal consistency (reliability) of the study measures. The Cronbach alpha coefficients of the measures are presented in table 1.

Variable/construct	Number of items	Cronbach's coefficient alpha
Market orientation	11	0.705
Employee commitment	6	0.898
Service quality perceptions	11	0.828

All alphas exceeded the 0.7 benchmark of Malhotra (2004) showing that the measures are reliable.
Based on the retrieved questionnaires, the distribution of respondents is presented in tables 2 and 3 below.

Table 2 : Demographic analysis of customers

Variable	Responses	Hospitality sample		Banking sample		Total
		Total	Percentage	Total	Percentage	
Gender	Male	35	63.6%	97	60.6%	132
	Female	20	36.4%	63	39.4%	83
Age	Under 30	22	40%	83	52%	105
	30 – 40 years	20	36.4%	51	32%	71
	41 and above	13	23.6%	26	16.3%	39
Education	Diploma	5	9.1%	17	10.6%	22
	Bachelors	34	61.8%	110	68.8%	144
	Masters	15	27.3%	30	18.8%	45
	Doctorate	1	1.8%	3	1.8%	4

Table 3: Demographic analysis of staff

Variable	Responses	Hospitality sample		Banking sample		Total
		Total	Percentage	Total	Percentage	
Gender	Male	27	75%	101	56.4%	128
	Female	25	25%	78	43.6%	87
Age	Under 30	22	61.1%	77	43.0%	99
	30 – 40 years	9	25%	69	38.5%	78
	41 and above	5	14%	33	18.4%	38
Education	Diploma	5	14%	17	9.5%	22
	Bachelors	21	58.3%	124	69.3%	45
	Masters	6	16.6%	34	19%	40
	Doctorate	4	11.1%	4	2.25	8
Years worked	Less than 5 years	16	44.4%	79	44.1%	95
	5 to 10 years	14	39%	67	37.4%	81
	10 to 15 years	0	0	0	0	0
	Over 15 years	6	16.6%	33	18.4%	39

Hypothesis testing

Hypothesis one

H1: Market orientation has a positive and significant effect on customer service quality perceptions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643[a]	.413	.400	.60961

a. Predictors: (Constant), Market Orientation

Market orientation has a moderate relationship with service quality perceptions as shown by the correlation coefficient (r=0.643). The shared variance i.e. coefficient of determination shows that market orientation accounts for 41.3% of the change in service quality perceptions providing further proof of the strength of the relationship between both variables.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.051	1	10.051	27.019	.000[a]
	Residual	79.157	213	.372		
	Total	89.208	214			

a. Predictors: (Constant), Market Orientation

b. Dependent Variable: Customer Perception of Service Quality

The ANOVA shows that there is a fit between the regression model and the data obtained i.e. the F score is significant at 0.05 significance level (p=0.000).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.235	.684		4.726	.000
	Market Orientation	.660	.178	.254	6.371	.001

a. Dependent Variable: Customer Perception of Service Quality

Market orientation is shown to have a significant effect on service quality perceptions i.e. t computed (6.371) is greater than t critical (1.96) and $p < 0.05$. Also looking at the standardized coefficient, it shows that market orientation has a positive effect on service quality perception (β=0.254). On the basis of the results, hypothesis one is accepted.

Hypothesis Two

H2: Market orientation has a positive and significant effect on employee commitment.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626[a]	.392	.389	.25454

a. Predictors: (Constant), Market Orientation

Market orientation has a moderate relationship with employee commitment as shown by the correlation coefficient (r=0.626). The shared variance i.e. coefficient of determination shows that market orientation accounts for 41.3% of the change in employee commitment.

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.909	1	8.909	137.502	.000[a]
	Residual	13.800	213	.065		
	Total	22.709	214			

a. Predictors: (Constant), Market Orientation

b. Dependent Variable: Organisational Commitment

The ANOVA shows that there is a fit between the regression model and the data obtained i.e. the F score is significant at 0.05 significance level (p=0.000).

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	6.596	.286		23.082	.000
	Market Orientation	.871	.074	.626	11.726	.000

a. Dependent Variable: Organisational Commitment

Market orientation is shown to have a significant effect on service quality perceptions i.e. t computed (11.726) is greater than t critical (1.96) and $p < 0.05$. Also looking at the standardized coefficient, it shows that market orientation has a strong and positive effect on service quality perception (β=0.626). On the basis of the results, hypothesis two is accepted.

5. DISCUSSION OF FINDINGS AND CONCLUSIONS

Market orientation has been conceptualised in different articles and publications and by different writers but the common theme that unites all these views is that market orientation is a set of information management behaviours that enables the firm to not only generate market information but also with the careful and thoughtful use of such information, deliver superior value to its customers. The study of the effects of market orientation has been a recurring theme in marketing literature and even in strategic management literature due to the strategic implications of a market orientation.

Market orientation has a positive and significant effect on service quality perception in this study. This is consistent with the findings of Chang and Chen (1998), Kirca, Jayachandran and Bearden (2005), Yeni and Harrington (2010) amongst others. Chang and Chen (1998) point out that market oriented firms use market information to constantly narrow the gap between what the customer wants and what the firm thinks it wants therefore bringing about greater congruence between the firm and its customers. The greater the congruence or understanding between customers and the firm, the better the firm is able to deliver high quality services. It is therefore imperative that commercial banks and hotels increase their efforts to bridge the gap between what their customers actually expect of them on one hand, and their own understanding of such expectations. It is the deliberate gathering of market information and the use of such information that would help in this process.

Market orientation has a positive and significant effect on employee commitment. This finding is consistent with the findings in the seminal work of Jaworski and Kohli (1993), also consistent with the findings of Jones et al (2003), Zebal (2003), Zhou et al (2004), amongst others who all found positive relationships between market orientation and organizational commitment. This is in line with Kohli and Jaworski's (1990) view that a market orientation leads to a sense of pride in belonging to an organization in which all departments and individuals work towards a common goal of serving customers and the continued achievement of this goal would lead to a feeling of having contributed to not just the satisfaction of the customer but also the organization's goals which would in turn lead to high levels of commitment to the organization. It is a given that organizations seek employees who are not just skilled but also who will be committed. Market orientation has clearly been shown to have a psychological effect on the employee even within the context of an economy like Nigeria's economy.

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