

Accordingly, market orientation researchers (Kohli and Jaworski, 1990; Saxe and Weitz, 1982; 1

Schneider and Bowen, 1985) have primarily focused on work climates as manifested in the organization's activities and its employee's behaviors. In general, these external factors are a mixture of those that have been pre-established at higher levels of the organization and so are usually beyond the employee's control (e.g. the firm's advertising and promotion efforts, its products, their prices and availability) and those that are simply beyond the control of anyone in the organization (e.g. general economic conditions and competitor actions). The service literature implicitly assumes that front-line employees share a common understanding of the meaning of customer service (Mascio, 2010), and as these employees represent the face and voice of their organization their attitudes and behaviors significantly influence the quality of customer service (Hartline and Ferrell, 1996; Schneider et al. , 1992; Elmadag et al. , 2008). The foundation of CMS is firmly grounded in the theory of market orientation, which itself is founded on the three pillars of customer focus, integrated marketing and long-term goal attainment.