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ORGANIZATIONAL SERVICE ORIENTATION: AN EXAMINATION OF BUSINESS STRATEGY AND CULTURE AND CLIMATE ASPECTS IN BRAZILIAN RETAIL SECTOR

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ORGANIZATIONAL SERVICE ORIENTATION: AN EXAMINATION OF BUSINESS STRATEGY AND CULTURE AND CLIMATE ASPECTS IN BRAZILIAN RETAIL SECTOR

Por

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ABSTRACT

This study sought to investigate two distinct perspectives in the field of organizational service orientation applied in the physical, tangible product selling in retailing context. The first perspective focused on the idea of service orientation demanding a business strategy stance, where the provision of customer conveniences happens as a response to the competitive and innovative environment in the arena of consumer preference disputes. The second perspective conceives service orientation as a trait of organizational culture, where customer focus, front-line employees training, and managerial support in service delivery should be prioritized. There are two different levels of respondents (managers and employees) inside of the companies that are part in this research to provide a more comprehensive scope of the service orientation construct. The data collection was treated using PLS-SEM approach. The empirical findings showed the interrelationship from both perspectives of the organizational service orientation (strategy and culture). Considering the service orientation as a business strategy perspective, the study brings up again the idea that an organization that operates in competitive and innovative environments will have better results if it seeks the development of actions that allow the perception of convenience and comfort for the customers. With reference to the perspective of service orientation as an organizational culture and climate, this study reveals the importance of aspects of the store environment as vectors of such a culture, not only for the relationship with the client, but also for relevance on employee job satisfaction. The evidences presented in this study demonstrated the existing interaction between both perspectives. This interaction might be taken into account in managerial decisions relative with strategy of service orientation. The analytical framework considered in this study helps to view the service orientation, in organizational terms, in a broader context and to further understand its dynamic. This research extends research in services marketing by applying the managerial concept of service orientation, as business strategy, and by capturing the employee's perception of service orientation as organizational culture and climate aspects. In this sense, this research takes one step further to identify a cross influence from both perspectives in the same study. These findings are particularly relevant in the context of the brick and mortar Brazilian retail, since the sample of the present study, although not statistically representative of the population, is composed by retailers with different characteristics, different competitive contexts and distributed in 3 of the five macro regions of the Brazilian territory.

Keywords: Organizational Service Orientation. Brazilian Retailing. Organizational Outcomes.

RESUMO

Este estudo buscou investigar duas perspectivas distintas no campo da orientação organizacional para o serviço aplicada ao produto físico, tangível, vendido no contexto do varejo. A primeira perspectiva centrou-se na ideia de orientação para o serviço, exigindo uma postura de estratégia de negócio, onde a provisão de conveniências do cliente acontece como uma resposta ao ambiente competitivo e inovador na arena dos conflitos de preferência dos consumidores. A segunda perspectiva concebe a orientação para o serviço como um traço da cultura organizacional, onde o foco no cliente, o atendimento dos funcionários da linha de frente e o suporte gerencial na prestação de serviços devem ser priorizados. Existem dois níveis diferentes de respondentes (gerentes e funcionários) dentro das empresas que fazem parte desta pesquisa para fornecer um escopo mais abrangente do constructo orientação para o serviço. Os dados coletados foram tratados utilizando a abordagem PLS-SEM. Os achados empíricos mostraram a inter-relação de ambas as perspectivas da orientação do serviço organizacional (estratégia e cultura). Considerando a orientação do serviço como uma perspectiva de estratégia de negócios, o estudo traz à tona a ideia de que uma organização que atua em ambientes competitivos e inovadores terá melhores resultados se buscar o desenvolvimento de ações que permitam a percepção de conveniência e conforto para os clientes. Com referência à perspectiva de orientação ao serviço como cultura e clima organizacional, este estudo revela a importância de aspectos do ambiente de loja como vetores de tal cultura, não apenas para a relação com o cliente, mas também para relevância na satisfação dos funcionários com o trabalho. As evidências apresentadas neste estudo demonstraram a interação existente entre ambas as perspectivas. Essa interação pode ser levada em conta nas decisões gerenciais relativas à estratégia de orientação ao serviço. O quadro analítico considerado neste estudo ajuda a ver a orientação para o serviço, em termos organizacionais, em um contexto mais amplo e a compreender melhor sua dinâmica. Esta pesquisa amplia a pesquisa em marketing de serviços aplicando o conceito gerencial de orientação para o serviço, como estratégia de negócios e capturando a percepção do funcionário sobre aspectos da orientação para o serviço como cultura e clima organizacional. Nesse sentido, esta pesquisa dá um passo a frente ao identificar uma influência cruzada de ambas as perspectivas no mesmo estudo. Estes achados são particularmente relevantes no contexto do varejo físico brasileiro, uma vez que a amostra do presente estudo, embora não seja estatisticamente representativa da população, é composta por varejistas com características diferentes, diferentes contextos competitivos e distribuídos em 3 das cinco Macrorregiões do território brasileiro.

Palavras-chave: Orientação para Serviços Organizacionais. Varejo Brasileiro. Resultados Organizacionais.

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SUMÁRIO

1 INTRODUCTION

In this chapter, the theme of service orientation is presented, aiming to direct the relevance of studying this construct along with others that determine the culture and service strategy in organizations. It also seeks to present the research problem that motivated the present work, its objectives, its theoretical and practical relevance.

1.1 THEME PRESENTATION

As described by Kowalkowski, Witell and Gustafsson (2012), the sales of tangible products may involve the provision of services such as maintenance, repair and overhaul. Both contexts (product-service) are linked and can be offered separately or in form of product-service package. There is also the possibility of co-production of value in providing products and services with the participation of other organizations such as retailers, since these are usually the main actors in the value chain between production and consumption of goods (LUSH; VARGO; O'BRIEN, 2007).

In the retail context, although this activity is also understood as an activity of service (BERRY, 1986), retailers converge their efforts to compete basing their actions on reduced price, product assortment and availability, hours of operation and location convenience. On the other way, Fiore and Kim (2009) point out other possibilities for value creation based on hedonic experiences, rather than utilitarian experiences can be offered and result on benefits in buyer-seller relationships. Brown (2010) observes that integrating and aligning products and services, as well the need to manage this proposition, it is challenging, but a necessary activity in mature competitive markets.

In this context, the concept of service orientation has received the attention of researchers and managers given the growing importance of the role of services in various types of organizations. In this perspective, take considering the creation, provision and delivery of services as a way to build lasting relationships with customers to improve the results of organizational strategy, not only for services-based businesses, but also for manufacturing and selling goods (HOMBURG; HOYER; FASSNACHT, 2002; BOWEN; SCHNEIDER, 2013; GEBAUER; EDVARDSSON; BURKO, 2010).

Service orientation is conceptualized as an "organizational predisposition; a strategic organizational affinity or preference for service excellence" (LYTLE;

TIMMERMAN, 2006, p. 136). To be service-oriented, organizations need to plan, pro-actively engage in, and reward service giving practices, processes and procedures that reflect the belief that service excellence is a strategic priority. Also, according to Lytle and Timmerman (2006), service orientation can be thought of as a strategic response to market intelligence, a distinctive way of implementing the marketing concept, to compete with outstanding service to enhance competitive advantage and customer value. Research literature shows that the construct service orientation has been studied at two levels: 1) organizational strategy and 2) individual trait of the employees (HOMBURG; HOYER; FASSNACHT, 2002).

At the organizational level, service orientation is viewed in two perspectives: 1) as an organizational philosophy, viewed as part of the corporate culture and organizational climate (LYTLE; HOM; MOKWA, 1998; SCHNEIDER; WHEELER; COX, 1992; GEBAUER; EDVARDSSON; BJURKO, 2010). As a corporate culture, service orientation refers to the norms, beliefs, values and behaviors of an organization that influences employees' behavior and companies' performance. 2) Service orientation as a corporate strategy, understood as the extent in which an organization competes with additional service (HOMBURG; HOYER; FASSNACHT, 2002) offering comfort and conveniences for customers.

At the individual trait of the employees, researchers have conceptualized service orientation as a set of predispositions such as helpfulness, courtesy, and friendliness emerging from the behavioral expression of employee attitudes (ROBINSON; WILLIAMSON, 2014).

These considerations lead us to reflect about the following questions: The service orientation influences the results obtained by retailers? The environment influences the practices of service orientation of retailers? The characteristics of the products influence the service orientation of retailers? The service orientation as business strategy and as organizational culture and climate perspectives have any interrelationship? Despite the theoretical and managerial importance of the service orientation, these questions are not clearly investigated in the current literature.

1.2 RESEARCH QUESTION

When researching on the subject, no studies that relate simultaneously the organizations perspectives of the service orientation (as business strategy and as

internal organizational culture and climate) were found. Neither have they satisfactorily validated the dimensions related to the competitive environment, the internal aspects of retail store and employees' company identifications nor have they additioned other moderating variables with these constructs to explain the organizational service orientation and performance. It can be seen that even with characteristics and conceptual elements presenting epistemological intersections, there are gaps to be filled, mainly related to the effects of these constructs in a dynamic environment such as retailing.

In this way, the following question can be stablish for the research: Does the service orientation perspectives, moderated by the type of product and employees' company identification, affect the organizational performance of retailers?

1.3 RESEARCH OBJECTIVES

Considering the previous research introduction, the objectives can be presented as follow.

1.3.1 General objective

The general objective of this study is to verify if the service orientation perspectives, moderated by the type of product and employees' company identification, affect the organizational performance of retailers in Brazil.

1.3.2 Specific objectives

To achieve the main objective of this research, it is important to establish its specific objectives, as follows:

A) To analyze if the environmental variables are perceived as influencing the service orientation in retail companies;
B) To analyze whether the product type influences the relationship between service orientation as business strategy and performance in retail companies;

C) To analyze if the perception of employees' company identification influences the relationship between service orientation as organizational climate and culture and employee job satisfaction;

D) To analyze the interrelationships (moderation or mediation) between service orientation as business strategy and service orientation as organizational climate and culture.

1.4 RESEARCH RELEVANCE

Since service is central to firms' competitive advantage, particularly in retail and manufacturing industries (LUSCH; VARGO; O'BRIEN 2007), this research could bring new perspectives about the service orientation in the dyadic data obtained from managers and employees. In this sense, this research attempts to build a better acknowledgment regarding necessary capabilities for service behaviors that can conduct to the firms' value creation. Also, the growing body of literature attesting the importance of service orientation and more empirical approaches are needed to better understand this phenomenon in specific contexts (KARPEN; BOVE; LUKAS, 2012).

Based on the review of the previous research literature on service orientation, two research gaps are identified. The first gap arises from the boundaries of the concept of service orientation. Service orientation and some of its related constructs, mainly marketing orientation and customer orientation, both have similar concepts and indicators. In this study, the service orientation construct is explored on its organizational aspects: 1) as a business strategy (HOMBURG; HOYER; FASSNACHT, 2002); 2) as an internal culture and organizational climate (LYTLE; HOM; MOKWA., 1998). The individual facet of service orientation is implicit in this study, once organizations have a positive service climate (a basic characteristic of organizational service orientation) if they "engage in a set of distinctive practices and encourage employee behaviors that result in the delivery of service excellence" (LYTLE; HOM; MOKWA, 1998, p. 457). The second gap addressed is the opportunity for empirical investigations of service orientation in retail context and in emergent markets. Researches regarding these characteristics are encouraged in previous studies in the service orientation field (LYTLE; HOM; MOKWA, 1998; KARPEN; BOVE; LUKAS, 2012).

1.5 RESEARCH STRUCTURE

The research structure unfolds in five parts. The first one refers to the introduction, which contains the research purpose, questions addressed, its objectives and relevance. The second presents the literature review addressing perspectives of service orientation, its influencers and moderators proposed in the study. The third part is dedicated to the method used to conduct the research. In the fourth part, the measurement and structural models proposed for this research are analyzed. Finally, the fifth part discusses the findings of the study, their limitations and suggestions for further investigations in the field of service orientation.

2 THEORETICAL BACKGROUND AND HYPOTHESIS

The aim of the literature review is to provide the necessary knowledge in relation to the service orientation constructs that are important from theoretical and managerial perspectives. Also, the literature review give the necessary support to hypothesis development. Different databases were explored to achieve better understanding in respect to the concepts and perspectives of service orientation. Keywords as "service orientation", "Serv*Or", "organizational service orientation" and "service orientation of business" were applied on search engines from databases. More than 8.000 articles have some relationship with these keywords. Aiming search relevant articles for the specific objectives from the present study, were select areas related with business administration, associated with business and marketing area. After abstract and key terms reading and an evaluation about the articles relevance, 87 documents in high impact academic journals were used to conduct references and hypothesis development to the current study.

2.1 THE ORIGINS OF SERVICE ORIENTATION

Levitt (1981) states that all goods, including products and services, have a certain degree of intangibility. Thus, to classify companies according to their type of trading has limited usefulness. To illustrate, in the processes inherent in the marketing department, whose function is the attraction and retention, the main objective is to promote negotiations, regardless of the type of market, whether product or service. Thus, the use of both contexts may mean an increased supply of customer value. The concepts of tangibility and intangibility allow us to infer that all types of marketing, in a way, offer more than their own products and services (LEVITT, 1981).

There are differences between products and services mentioned in the literature. Shostack (1977) says that the services' production and consumption occur simultaneously and thus different from tangible products. In this sense, the service performance often is a resultant from providers and consumers behavior. De Brentani (1991) argues that services differ in characteristics of products in terms of their (1) variability, which allows the non-duplication of supply by competitors, (2) intangibility, which lets the company input a lower cost attribute with high value perceived by the

customer, (3) inseparability in which provides the opportunity to develop long-lasting relationships between users and providers and (4) perishability, which allows the supplier to give something that does not deteriorate, as occurs with offering products.

Hutt and Speh (2010) contextualize the marketing mix for industrial service companies as the development of service packages, price, promotion and distribution, and also note that the industrial sector differs significantly from others by emphasizing relationship strategies instead of transactional. According to Davies (2004) customers of industrial services require complete solutions, an interaction between services and products. To Vandermerwe and Rada (1988), to an organization that exclusively offers products, the product itself is the total supply and the service is an added component to only serve the customer. On the other hand, the final offer services extend and enhance the interaction between client-company (MATHIEU, 2001; OLIVA; KALLENBERG, 2003).

Moving forward the combination of service benefits for the products, Brown (2010) points out that the services can generate higher profitability, since they require less investments in financial resources, and often provide a greater flow of revenue and profit margin. Similarly, Vargo and Lusch (2004) argue that standardized goods that require physical distribution without the consumer's involvement with the company increased marketing costs and do not meet new customer needs. However, for Fang, Palmatier and Steenkamp (2008), the results of adding services rely heavily on the company's sales effort that offers products and in targeting quality service offering. De Brentani (1991) suggests that as important as understanding the differences involving goods and services, is the development and marketing of new services themselves.

According to Vargo and Lusch (2004) in a competitive market, the focus on product should be switched to a central vision services. This view is also shared in the market, since it is already seen that the traditional product offerings are increasingly perceived by customers as commodities (BROWN, 2010). De Brentani (1991) presents the factors for the development of new services, as follows: (1) the scope of a high sales performance by meeting customer needs or problems; (2) the perception of market characteristics; (3) proficiency of firms in the development of new services; (4) the synergy in the development project and (5) the nature of the new service offered, that is, because it is needed.

The literature suggests that companies that offer products have several reasons to include services in their offerings, such as: facilitating sales, enhance customer

relationships, create opportunities in mature markets, to balance the corporate finance in times of different cash flows and meet current demand for integrated solutions to offers, such as product-service packages (VANDERMERWE; RADA, 1988; HOMBURG; HOYER; FASSNACHT, 2002; BRAX, 2005).

The inclusion of services to product offerings is a widely studied phenomenon in the environment of manufacturing companies. In this context, Mathieu (2001) proposes a typology of "maneuvers" to services development, based on two dimensions: (1) specialty service, which involves customer service level and determination of services related to products and services as a product. In this way, firms need to focus on the benefit to the customer and seeks to generate a plan to achieve a certain result, while (2) organizational intensity implies the adoption of different strategic positions, both tactic and organizational culture in terms of services to achieve results. This dimension reflects the organization's internal culture and its ability to nurture the service/product package.

Mathieu (2001) comments that the adoption of these strategies results benefits in financial and market terms. Benefits associated with the interaction of products and services are explained by Fang, Palmatier and Steenkamp (2008) as part of the innate characteristics when compared to the service product. In services, following the authors, the offer is more intangible, requires co-creation with the customers and value perception from them, it is difficult to standardize or replicate the service itself and demand a greater knowledge and direct contact sales. In the study by Fang, Palmatier and Steenkamp (2008) about the effect of combining strategies of products and services and their impact on the firm's value, it appears that such value increases when this association is related to the core business, and when this has the necessary resources available. For these authors, the company's value increases with increasing market turbulence, but decreases when the core business is part of a growing market. According with Brax (2005) the logic of inclusion of service offerings to create opportunities in markets already mature, such as manufacturing and retail industry, provide a larger view of the services, their characteristics compared to manufactured products and vested benefits and implications of the interaction of the two contexts offering together (products and services).

Specifically in the retailing context, the addition of services increase firms' result in competitive differentiation strategy, since fair prices, adequate opening hours, merchandise availability and good location are basic attribute requirements (HUMMEL;

SAVITT, 1988). To Homburg, Hoyer & Fassnacht (2002) the increased supply of services in retail businesses should occur systematically and be focused on the long term. Lusch et al. (2007) argue that the retailer is usually in a privileged position to be the leading service integrator of products. As for dominant service logic in generating value (VARGO; LUSCH, 2004), the central argument is the co-creation of value between company and client, wherein the focus is the client, which in turn takes an active role in production and use this value in consumer experiences. This idea goes against the prospect of value generated by the product, where the logic is to produce value for later delivery to the customer. In other words, the shared value creation, between customer and company, comes from the point of view that the differentiation of supply is no longer a one-way process, involving dialogue with the customer and offering valuable items in addition to the product, such as convenience, safety and ease of choice, among others (VARGO; LUSCH, 2004; LUSCH; VARGO; O'BRIEN, 2007; VERHOEFF et al., 2009).

At this point, it is possible to perceive the large amount of perspectives for organizations to assume a service culture. This profusion makes it difficult to study and practice management in services. Also, in the research literature, there have been terms used that seem similar to the construct of service orientation, yet they are conceptually different from it (POPLI; RIZVI, 2015). For example, customer orientation term is often used interchangeably with service orientation. It is important to note that while customer orientation, in sales perspective, is mainly concerned with meeting customer needs during an service encounter, service orientation is broader, because in addition to the dyadic interaction in the moment of sale, seeks to provide the customer with additional information, convenience and assistance even after the sales meeting (KEILLOR; PARKER; PETTIJOHN, 1999).

The research of Lytle, Hom and Mokwa (1998) made an important contribution by proposing a scale, called Serv*Or (acronym for Service Orientation). The foundations for Lytle, Hom and Mokwa (1998), consist of three categories exploring organizational service orientation and service climate: 1) conceptual studies exploring the importance of an organizational service orientation (e.g. HESKETT et al., 1994; SCHNEIDER; BOWEN, 1995); 2) studies describing the nature of an organizational climate, using the context of service (e.g. SCHNEIDER; WHEELER; COX, 1992); and 3) studies examining the links between service climate and organizational performance (e.g. SCHNEIDER; BOWEN, 1995).

The literature shows two main perspectives in the service orientation field to be examined at the organizational level. First, service orientation can be examined in terms of internal organizational arrangement parameters, which involve internal design characteristics such as the organizational structure, climate, and culture (e.g., BOWEN; SIEHL; SCHNEIDER, 1989; LYTLE; HOM; MOKWA, 1998; SCHNEIDER, WHEELER; COX, 1992). Second, a service orientation can be considered as business strategy (HOMBURG; HOYER; FASSNACHT, 2002). In contrast to the internal perspective, the service orientation of a business strategy is more externally focused because it is related to the extent to which services are an important element of the firm's marketing strategy, considering the competitive arena of the firms. Both are discussed in the next sections.

2.2 SERVICE ORIENTATION AS BUSINESS STRATEGY

The adoption of a service-oriented business strategy can be a key way for retailers to perform effectively in the competitive environment. This requires that retailers should more intensively place their attention on services on a strategic level and in the organization relationship with the external environment (HOMBURG; HOYER; FASSNACHT, 2002; MERLO et al., 2006). The seminal study developed by Homburg, Hoyer and Fassnacht (2002) addressed empirically and conceptually the external factors that impact on service orientation as business strategy. Homburg, Hoyer and Fassnacht. (2002) conducted their research in retail context (clothing and furniture), and the results show three dimensions that entail organizational service orientation within the company's strategy: 1) width (the number of services offered); 2) broadness (how many customers these services are offered to); and 3) emphasis (how strongly these services are proactively emphasized). The construct has 24 items evaluated 3 times, regarding each dimension (width, broadness and emphasis). The 24 items are showed in the Table 1:

Table 1 - Service Orientation as a Business Strategy

Item #	Description
1	Information/advice concerning merchandise
2	Information/advice to merchandise usage and maintenance
3	Information desk
4	Visits to the customer's home to provide information,
5	Invitation to special events (e.g., fashion shows, special sales)
6	Extended guarantee/ warranty on merchandise

7	Liberal return of merchandise
8	Merchandise repair
9	Merchandise alteration/ adjustment
10	Delivery of merchandise to the customer's home
11	Pickup of merchandise at the customer's home for repair and maintenance
12	Merchandise installation/assembly
13	Can order by mail
14	Can order by phone/fax
15	Can order by Internet
16	Payment by checks
17	Payment by credit/debit cards
18	Availability of credit
19	Child care
20	Free parking
21	Extended store operating hours
22	Offer of free beverages during the sales process
23	Layaway of merchandise
24	Availability of gift certificates

Source: adapted from Homburg et al. (2002).

Homburg, Hoyer and Fassnacht (2002) argue that the number of services itself is one important facet, because retailers that are not service-oriented tend to offer few services (or none). In the strategy literature, the number of services offerings is pointed as a key strategic decision (MURRAY, 1988). Because retailers offer both products and services, they must decide not only which products they will offer but also the number of services that will attach on their offer (HOMBURG; HOYER; FASSNACHT, 2002).

The broadness relates to the number of customers to whom the services are offered (HOMBURG; HOYER; FASSNACHT, 2002). In retail context, offering services to only a limited number of customers reflects special treatment for a certain group and is not an indication of an overall service-oriented business strategy (HOMBURG; HOYER; FASSNACHT, 2002). In strategy research, the decision relative to how many customers are demanding services is considered a key strategic aspect (HAMBRICK, 1983). In the same way, Porter (1986) argues about the relevant scope of organizations' activity of services to groups of customers.

The emphasis placed on service is the degree in which a retailer actively offers services to customers (HOMBURG; HOYER; FASSNACHT, 2002). In retail context, Dotson and Patton (1992) suggest that emphasizing of services is an important factor for service orientation of the firms. An emphasis on services also identifies companies that have clearly recognized that they offer services as well as the core product offering (BOWEN; SCHNEIDER, 2013).

A highly service-oriented business strategy would require a retailer to perform highly on all three dimensions. If a retailer is high in number and broadness but low in emphasis, this retailer is demonstrating a reactive orientation dealing with services that is not consistent with a highly service-oriented business strategy (HOMBURG; HOYER; FASSNACHT, 2002).

One key aspect to consider services in strategic terms is the contingency theory (HAMBRICK, 1983), which considers that the strategic orientations depend of environmental and organizational characteristics, as showed in the next session.

2.2.1 The role of the competitive environment

A basic proposition of contingency theory is that strategic orientations depend systematically on certain environmental and organizational variables. Also, the contingency theory lead some effort to understand the impacts of a business strategy on performance in terms of financial and market evaluations. According with Zeithaml, Varadarajan and Zeithaml (1988), the contingency theory is also relevant to understand the organizational arrangements, considering the necessary adaptation with the environment as a key term to performance outcomes. Homburg, Hoyer and Fassnacht (2002) propose the competitive intensity in the local marketing and the innovativeness as the most relevant aspects of the environment in retail context.

As described by Barnett (1997), competitive intensity can refer to the effect that an organization has on competitors survival chances, given the particular tactics or strategies involved. Auh and Menguc (2005, p. 1654) argue that "competitive intensity is defined as a situation where competition is fierce due to the presence of numerous competitors and the reduction of opportunities for growth". So, competitive strength should not be seen as an indicator of an organization's efficiency as it might be in some economic treatments. Rather, an organization can negatively affect the survival chances of its rivals or various means, including strategies and tactics that might not be considered beneficial to the environment is competitive welfare (BARNETT, 1997).

When competition intensifies, the behavior of a firm will no longer be deterministic but stochastic, once the behavior is heavily influenced by the actions and contingencies undertaken by competitors. When the competition is less intense, firms can operate with their existing systems to fully take advantage on the predictability of their own behavior (AUH; MENGUC, 2005).

Barnett and Hansen (1996) found that competitive intensity develops not only as a function of company's experience, but also depending on the competitiveness of an organization's context. Viability and competitive intensity are characteristics of organizations that develop in response to the particular conditions of industries in certain eras. From this perspective, marketing scholars state that under a situation of low competition, a firm may not suffer significant deterioration in performance even if it does not enough focused in customer requirements, because this is a situation with a lack of alternatives (JAWORSKI; KOHLI, 1993). On the other hand, customers in a highly competitive market are free to change their suppliers. Thus, a firm that better satisfies customer requirements than its rivals in this market is likely to significantly boost its performance (CHANG; HE; CHAN; WANG, 2012).

As a determinant of hostility on an environment, competitive intensity has been related as an important contextual factor that moderates the firm's internal process underlying the transformation of market orientation into superior corporate performance (MURRAY; GAO; KOTABE, 2011). Also, Chang, He, Chan and Wang (2012) points that competitive intensity influences the performance of customer-oriented firms strategy.

Competitive intensity refers to the level of retail competition, considering the number of local competitors and frequency of advertisements and promotions aimed at increasing market share from local competitors (JAWORSKI; KHOLI, 1993). In highly competitive environments, organizations need to be more attentive to competitive movements and provide appropriate responses for customers. To enable equivalent responses, a service oriented company can offer superior value when compared to exclusive product offering, increasing the chances of earning the loyalty of its customers (BOWEN; SCHNEIDER, 2013; HOMBURG; HOYER; FASSNACHT, 2002). Also, highly competitive local markets impose pressures to retailers, and the addition of services is a way to differentiate those competitors using the classical form of combination of price and promotion (HUTH; SPEH, 2010; HUMMEL; SAVITT, 1988).

Together with the competitive in the local market, the local retail innovativeness influences the service orientation. Local retail innovativeness refers to the extent to which competitors in the local market adopt new merchandising or service ideas. This is similar to the construct of organizational innovativeness, which refers to organizations that exhibit innovative behavior over time (SUBRAMANIAN; NILAKANTA, 1996; WOLFE, 1994).

Innovativeness is a multi-item construct that refers to the number of innovations adopted, the time of adoption, and the consistency of adoption over time. Empirical strategy research based on contingency theory has consistently suggested that the level of dynamism in the environment created through innovativeness is a key driver of a company's strategic decisions. In highly innovative environments, there is greater pressure for individual retailers to be innovative. In contingency theory, this means that there is a greater need for firms to adapt to the environment. Given the classical merchandising orientation of many retailers, one promising way for a firm to innovate is by adopting a service-oriented business strategy (HOMBURG; HOYER; FASSNACHT, 2002). Thus, the environment can influence the service orientation and this leads to the formulation of the following hypothesis:

H1: The competitive intensity in the local market positively influences the service orientation of the business strategy in the retail context;

H2: The innovativeness in the market place positively influences the service orientation of the business strategy in the retail context.

2.2.2 Service orientation and performance

The literature provides evidence indicating a significant influence of the service orientation on organizational performance (LYTLE; TIMMERMAN, 2006; HOMBURG, HOYER; FASSNACHT, 2002; LYTLE; HOM; MOKWA, 1998). The common view aligned with this perspective inside of an organization is that service significantly affects the creation of superior value proposition, competitive advantage, growth and profitability.

Organizational outcomes could be measured in terms of business performance and employee outcomes (LYTLE; TIMMERMAN, 2006; HOMBURG; HOYER; FASSNACHT, 2002; AGUS KRISHNAN; KADIR, 2000). Business performance is measured by financial and nonfinancial measures, as return on assets, market growth and market company image (PARASURAMAN ZEITHAML; BERRY, 1988; DESS; ROBINSON, 1984). Employee outcomes are usually measured in terms of "Esprit de Corps" (JAWORSKI; KOHLI, 1993) and employee job satisfaction (MAEL; ASHFORTH, 1992).

The common method to measure business performance and employee outcomes is in subjective form. Measuring financial performance may become an obstacle for the researcher as organizations may refuse to provide financial data. Also, individual perceptions regarding business decisions may lead employees to embarrassment with their supervisors. According to Perin and Sampaio (1999) it is possible to take this kind of information subjectively, obtaining the perception of managers and employees. The study by Dess and Robinson (1984) suggests that there are positive relationships between the use of subjective and objective measures that could facilitate the research endeavor.

Thus, the service orientation can influence the organization performance and leads to the formulation of the following hypothesis:

H3: The service orientation of the business strategy positively influences the market performance in the retail context;

H4: The market performance positively influences the financial performance in the retail context.

2.2.3 The role of product type

The literature is prolific on product type classifications. Consumer goods and service can be classified into three categories: search goods, experience goods, and credence goods (WAN; NAKAYAMA; SUTCLIFFE, 2012; NELSON, 1970), durable and nondurable products (NELSON, 1970), or hedonic and utilitarian products (BABIN; DARDEN; GRIFFIN, 1994). These classifications are based on the point in time consumers evaluate the quality of the goods they have purchased.

Specifically, search goods are those that consumers can confidently evaluate the quality before the purchase, such a calculator (SENECAL; NANTEL, 2004). Experience goods are those that consumers can evaluate the quality once they are consumed or served, such for example wines (SENECAL; NANTEL, 2004). Credence goods are those that consumers are not able to evaluate the quality of even a long time after the purchase (WAN; NAKAYAMA; SUTCLIFFE, 2012).

Nelson (1970) proposed a classification on two categories of goods: nondurable and durable. For nondurable goods, there is no similar data to support a classification procedure, but there is a simple principle that leads to little ambiguity in classification.

A nondurable good is classified as an experience good where sampling is destructive. Strict application of this principle leads to a classification with only clothing and clothing-related products in the search category and all other nondurables in the experience category (NELSON, 1970). For durable goods, search goods have a higher inventory/sales ratio. However, for the original classification of search and experience goods for durables, the difference is not significant. For example, an jewelry store, whose inventory/sales ratio is far higher than any other store type. But jewelry stores suffer from a serious split personality. They sell both categories, watches as an experience good; and the rest of jewelry as a search good (NELSON, 1970).

Hedonic and utilitarian products are two other general categories of products purchased by consumers, often motivated by different needs, and resulting in different emotional feelings and levels of involvement (BABIN; DARDEN; GRIFFIN, 1994). Utilitarian buying reasons include variety and convenience-seeking, searching for quality of merchandise, and reasonable price rates, while hedonic buying motives are related to emotional needs of individuals for enjoyable and interesting shopping experiences (BABIN; DARDEN; GRIFFIN, 1994; FIORE; KIM, 2007).

These classifications provide an objective schema for product type. The fact that it is being widely adopted in the advertising industry indicate that the classification method applies to most populations (WAN; NAKAYAMA; SUTCLIFFE, 2012). However, depending on the consumers' familiarity with a specific product or service, one consumer may rate it in a different category from another consumer. For example, a laptop is a search or utilitarian product for computer experts, but it could be an experience or hedonic product for computer beginners (WAN; NAKAYAMA; SUTCLIFFE, 2012). In other words, all goods can have search / experience, hedonic / utilitarian and credence attributes simultaneously. Considering these perspectives, the classification of a product or service into a certain category depends of what attributes in that category are those that the researcher is most concerned with.

According to Oliva and Kallenberg (2003), complexity and technological innovations in the competition environment can determine the level of service offered in addition to the product. In the retail context, the characteristics of a product can hinder the purchase decision of the customer and the competitors more attentive to that can offer transactional services (that add value to the product sold) or experiential services (which connect the values and lifestyle of the client) to reduce the risk perceived by the customer (VERHOEF et al., 2009; HUTT; SPEH, 2010). Thus, the

product type can influence the service orientation and leads to the formulation of the following hypothesis:

H5 - The product type moderates the relationship between the service orientation of the business strategy and the market performance in the retail context.

2.3 SERVICE ORIENTATION AS INTERNAL CLIMATE AND CULTURE

At the organizational level, researchers have examined to what extent an organizational climate creates, nurtures and rewards practices that satisfy customer expectations (BOWEN; SIEHL; SCHNEIDER, 1989; JOHNSON, 1996; LYTLE; HOM; MOKWA, 1998). According to Schneider, Wheeler and Cox (1992), organizational climate constitutes of the employees' perceptions of the events, practices and procedures as well as their perceptions of the behaviors that are rewarded, supported and expected. Organizational climate is created by the everyday policies, practices and procedures aiming to create the best atmosphere to delivery services and engage front line employees (DESHPANDE; WEBSTER, 1989; SCHEIN, 2010). Schneider Macey and Young (2006, p. 117) exemplify the definition by stating that the climate of an organization is a summary of the employees' impression on 'how we do things around here', 'what we focus on around here' or 'what we direct our efforts to around here'. Thus, Lytle, Hom and Mokwa (1998) argue that organizational service orientation occurs when the organization's service climate crafts, nurtures and rewards service practices and behaviors known to meet customer's needs.

In addition of the perspective of organization's service orientation, also emerges the behavioral expression of employee attitudes to forming this construct. An important focus in service management has been on the service profit chain - SPC (HOMBURG; WIESEKE; HOYER, 2009), which refers to a causal chain linking employee satisfaction to firm financial performance through mediating constructs such as customer satisfaction and customer loyalty. In a service environment, employee satisfaction is related with internal service quality, which then drives employee loyalty and productivity (HESKETT et al, 1994). In turn, employee productivity drives value, which is the basis for customer satisfaction. Customer satisfaction then determines customer loyalty, which leads to profitability and growth. This conventional SPC logic stands as

a widely accepted management effort, especially in contexts in which employee customer interaction occurs, but it does not suffice to explain customer company bonds to improve financial performance nowadays (HOMBURG WIESEKE; HOYER, 2009).

Lytle, Hom and Mokwa (1998), in regard to the practice and measurability of the service orientation concept, developed the SERV*OR scale. The SERV*OR scale is constructed to measure the level of organizational service orientation by identifying the beliefs and impressions that the members of an organization hold towards the policies, practice and procedures of service creation (ROBINSON; WILLIAMSON, 2014; HOMBURG; HOYER; FASSNACHT, 2002). The SERV*OR managerial measure "captures the extent to which an organization is perceived by its employees as having adopted or embraced a particular set of policies, practices and procedures that appear to infer an organizational service orientation" (LYTLE; HOM; MOKWA, 1998, p. 466). The scale proposed has 35 items, aggregated in 10 dimensions, with 4 main constructs, as showed in the Table 2.

Table 2 - Questions, dimensions and constructs of SERV*OR

Item #	Description	Dimension	Main construct
1	Employees care for customers as they would like to be cared for	Customer Treatment	Customer encounter practices
2	Employees go the "extra mile" for customers		
3	We are noticeably more friendly and courteous than our competitors		
4	Employees go out of their way to reduce inconveniences for customers		
5	Decisions are made "close to the customer." In other words, employees often make important customer decisions without seeking management approval	Employee Empowerment	
6	Employees have freedom and authority to act independently in order to provide excellent service		
7	We enhance our service capabilities through the use of "state of the art" technology	Service Technology	Service systems practices
8	Technology is used to build and develop higher levels of service quality		
9	We use high levels of technology to support the efforts of men and women on the front line		
10	We go out of our way to prevent customer problems	Service Failure Prevention	
11	We go out of our way to "head off or prevent customer problems rather than reacting to problems once they occur		
12	We actively listen to our customers		
13	We have an excellent customer complaint handling system for service follow-up	Service Failure Recovery	Service systems practices
14	We have established problem-solving groups to enhance our ability to resolve service breakdowns		
15	We provide follow-up service calls to confirm that our services are being provided properly		

16	We provide every customer with an explicit service guarantee		
17	We do not wait for customers to complain, we use internal standards to pinpoint failures before we receive customer complaints	Service Standards Communication	
18	Every effort is made to explain the results of customer research to every employee in understandable terms		
19	Every employee understands all of the service standards that have been instituted by all departments		
20	We have a developed chain of objectives linking together every branch in support of the corporate vision		
21	Service performance measures are communicated openly with all employees regardless of position or function		
22	There is a true commitment to service, not just lip service	Service Vision	
23	Customers are viewed as opportunities to serve rather than as sources of revenue		
24	It is believed that fundamentally, the organization exists to serve the needs of its customers		
25	Management constantly communicates the importance of service	Servant Leadership	Service leadership practices
26	Management regularly spends time "in the field" or "on the floor" with customers and front-line employees		
27	Management is constantly measuring service quality		
28	Management shows that they care about service by constantly giving of themselves		
29	Management provides resources, not just "Up service" to enhance employee ability to provide excellent service		
30	Managers give personal input and leadership into creating quality service		
31	Management provides excellent incentives and rewards at all levels for service quality, not just productivity	Service Rewards	Human resource and management practices
32	This organization noticeably celebrates excellent service		
33	Every employee receives personal skills training that enhances his/her ability to deliver high quality service	Service Training	
34	We spend much time and effort in simulated training activities that help us provide higher levels of service when actually encountering the customer		
35	During training sessions we work through exercises to identify and improve attitudes toward customers		

Source: adapted from Lytle et al. (1998).

The customer encounter practices are relative to the employees interactions with customers. These encounters are opportunities for an organization to define itself in the mind of its customer (LYTLE; HOM; MOKWA, 1998). The encounters are important for the service orientation paradigm because they are the "moment of truth" with customers, moment in which they elaborate the basis service quality evaluations

(PARASURAMAN; ZEITHAML; BERRY, 1988). The dimension from SERV*OR constructs within the service orientation model are measures of actual customer treatment practices and measures of employee empowerment.

The service system practices might focus on reliability as the core of quality service (BERRY, PARASURAMAN; ZEITHAML, 1994). For the good evaluation of the service quality, customers tend to evaluate how well is the service creation and delivery system designed and how well does it function, thus, the creation and delivery of service quality requires an organized, systematic, and system-wide effort (LYTLE; HOM; MOKWA, 1998). This perspective considers that poor quality on service is a system or design problem, not necessarily a people problem (BERRY; PARASURAMAN; ZEITHAML, 1994; TREACY; WIERSEMA, 1993). The parameters from these constructs within the service orientation model are measures of service technology, service failure prevention, service failure recovery and service standards communication.

The service leadership practices are fundamental for creating and maintaining the efforts to conduct a service orientation in an organization (SCHNEIDER, 1990). The organization's service climate is the result from the manager attitudes and behaviors (BERRY; PARASURAMAN; ZEITHAML, 1994; BOWEN; SCHNEIDER, 2013). This perspective takes into account the role of the leadership behaviors of managers in the workplace as the result in service quality and organizational performance at the unit level (LYTLE; HOM; MOKWA, 1998). The parameters from this constructs within the service orientation model are measures of service vision and service leadership.

The human resource and management practices take into account that an organization's ability to produce external service quality is directly related to issues of internal service quality. These issues are typically studied in terms of employee attitudes, personalities, beliefs, and behaviors (LYTLE; HOM; MOKWA, 1998). Studies in this field suggest that hiring, training, and rewarding service oriented behaviors has a direct and positive influence on service quality and organizational performance. The dimension of this constructs within the service orientation model include measures of service rewards and service training practices.

The SERV*OR has also been used, along with other multi-item measures, to show relationships between service orientation and other constructs, such as customer orientation, job satisfaction, employee empowerment, and organizational performance

(ROBINSON; NEELEY; WILLIAMSON, 2011). As researchers explore models composed by different constructs, service orientation is only one of the several dimensions that is being examined. This issue may present data collection and respondent difficulties to the research efforts. When researchers investigate multiple measures of various constructs, an opportunity is created for a short-form scale (ROBINSON; WILLIAMSON, 2014; RICHINS, 2004). A short version requires less room it also allows the addition of measures that can contribute to a specific propose (RICHINS, 2004). In the case of service orientation, the relatively large amount of items can also be a problem. The challenge becomes disguising so many items by surrounding them within other items on other topics to be analyzed when researchers are combining service orientation with other constructs (ROBINSON; WILLIAMSON, 2014).

Robinson and Williamson (2014) provide a SERV*OR short version with 16 items in 4 main constructs with strong reliability from the original 35 items and 10 dimensions proposed by Lytle, Hom and Mokwa (1998). In order to test the internal criterion, all SERV*OR scale items were subjected to exploratory factor analysis using structural equation modeling. The items for the employee empowerment, service failure recovery, service standards communications, service vision, and service rewards constructs did not load significantly on any factors. In addition, those items that had substantial cross loadings on the factors were deleted from the final short-form scale. The items of employee empowerment and service vision marginally loaded with the customer treatment construct. Robinson and Williamson (2014) conclude that both are ultimately manifested through the customer treatment construct. Service failure recovery and service standards communications marginally cross-loaded with the customer treatment and service training constructs. In addition, service rewards marginally cross-loaded with the facets of service leadership and service training. Also, in the Robinson and Williamson (2014) study, attainment of rewards is a result of the employees training and the evaluation of organizational leadership. The scale items for service failure prevention loaded together with the items for customer treatment. This process lead to 16 items representing the facets of: customer orientation, service technology, service leadership, and service training, according with Table 3:

Table 3 - SERV*OR short version

Item #	Description	Main construct
1	Employees go the "extra mile" for customers	Customer orientation
2	We are noticeably more friendly and courteous than our competitors	
3	Employees go out of their way to reduce inconveniences for customers	
4	We enhance our service capabilities through the use of "state of the art" technology	Service technology
5	Technology is used to build and develop higher levels of service quality	
6	We use high levels of technology to support the efforts of men and women on the front line	
7	We go out of our way to prevent customer problems	Customer orientation
8	We go out of our way to "head off" or prevent customer problems rather than reacting to problems once, they occur	
9	We actively listen to our customers	
10	Management regularly spends time "in the field" or "on the floor" with customers and front-line employees	Service leadership
11	Management shows that they care about service by constantly giving of themselves.	
12	Management provides resources, not just "lip service," to enhance employee ability to provide excellent service	
13	Managers give personal input and leadership into creating quality service	
14	Every employee receives personal skills training that enhances his/her ability to deliver high quality service	Service training
15	We spend much time and effort in simulated training activities that help us provide higher levels of service when actually	
16	During training sessions we work through exercises to identify and improve attitudes toward customers	

Source: adapted from Robinson and Williamson (2014).

2.3.1 The role of the store environment

The seminal paper from Homburg, Hoyer and Fassnacht (2002) identified which categories of antecedents demonstrated the strongest relationship to a service-oriented business strategy. Also, they found that store characteristics demonstrate a stronger effect than the two other categories of antecedents (environmental characteristics and store's customer's characteristics). Thus, the internal store environment appears to drive the service orientation to a greater extent than the external environment does. Because prior research applying the strategy-formulation perspective has focused more on the external environment, this suggests that a more

intensive investigation of internal antecedents that drive the service orientation would be important (HOMBURG; HOYER; FASSNACHT, 2002).

According with Mehrabian and Russell (1974), researches developed by environmental psychologists suggest that individuals react to places with two general, and opposite, forms of behavior: approach and avoidance. Approach behaviors include all positive behaviors that might be directed at a particular place, such as desire to stay, explore, work, and affiliate (MEHRABIAN; RUSSELL, 1974). Avoidance behaviors reflect exactly the opposite: a desire to not stay, explore, work, and affiliate.

Shopping environment could affect the consumer's cognitive/consciousness and affective/emotional processes. The stimuli examined in empirical research varies by type of shopping environment (e.g. brick-and-mortar store, shopping centers, internet, catalog). Fiore and Kin highlight the literature with reference to the effect of the brick-and-mortar retail environment on service encounter responses (e.g. BAKER et al., 2002; BITNER, 1992; TURLEY; MILLIMAN, 2000) have studied different factors that nevertheless encompass the same stimulus variables. Baker et al. (2002) analyzing the parsimonious ambient, design and social factors capture the exterior, general interior, store layout, interior displays and human reactions as variables proposed by Turley and Milliman (2000) and the ambient, space/function, and signs/symbols/artifacts variables proposed by Bitner (1992). Because of their parsimony, the ambient, design, and social factors are researched as environment of service encounter. The ambient factor includes non-structural elements of the retail environment (e.g. music, scent, lighting). The design factor is comprised of physical elements of the store, including exterior features (e.g. parking), general interior features (e.g. color), store layout features (e.g. organization), and interior display features (e.g. signage). The social factor encompasses human features related to interactions with staff (e.g. friendly) and fellow customers (e.g. courteous staff) (FIORE; KIM, 2007; BAKER et al., 2002).

Thus, the store environment can influence the service orientation as culture and climate and leads to the formulation of the following hypothesis:

H6: The store environment is positively related with the service orientation as organizational climate and culture in the retail context.

2.3.2 Service orientation and employee job satisfaction

The work developed by Jaworski and Kohli (1993) indicates that a customer-orientation (one of dimensions of service orientation as internal climate and culture) have relationship with the sense of pride in belonging to an organization in which all departments and individuals work with a common goal of serving customers. Furthermore, this sense results in employees sharing a feeling of worthwhile contribution, as well as higher levels of job satisfaction and commitment to the organization (KOHLI; JAWORSKI, 1990).

Aligned with this perspective, Lytle and Timmerman (2006) argues that customer focused organizations have employees who believe strongly in organizational goals and values and who are willing to exert considerable effort on behalf of the organization in meeting these goals in order to maintain an organizational membership.

The successful management of frontline staff is important for service organizations. Frontline staff is one of the organization links with its customers. Customers make evaluative judgments of the service quality delivered by this staff. Consequently, the behaviors and attitudes of frontline staff are crucial for the positive evaluation of services by customers (BEATSON; GUDERGAN; LINGS, 2008). Schneider, Wheeler and Cox (1992) report that employee's psychological outcomes, such as job satisfaction, are significantly related to an organization's passion for delivering excellent service. Thus, all the employee effort to provide good services is related with organizational outcome (MAEL; ASHFORD, 1992).

Thus, the service orientation as organizational climate and culture can influence the employee job satisfaction. On it turn, employee job satisfaction can influence the organizational outcomes. Both ideas lead to the formulation of the following hypothesis:

H7: The service orientation climate and culture positively influences the employee's job satisfaction in the retail context;

H8: The employee's job satisfaction positively influences the financial performance in the retail context;

H9: The employee's job satisfaction positively influences the market performance in the retail context.

2.3.3 The role of employee company identification

The employee company identification may be a powerful predictor of relevant outcomes in addition to job satisfaction in retail context (HOMBURG; WIESEKE; HOYER, 2009). This view is built on social identity theory, with origins in researches conducted in the 1970 by british psychologist Henri Tajfel (DUMONT; LOUW, 2009). Associated with emotional aspects of customer–company, identification have been studied as an additional driver, with customer satisfaction of companies outcomes in terms of employee satisfaction, market and financial performance (HOMBURG; WIESEKE; HOYER, 2009). In this sense, the extent in which an organization is perceived by its employees as having adopted or embraced a particular set of policies, practices, and procedures appear to infer an organizational service orientation (ROBINSON; WILLIAMSON, 2014). In other words, according to Homburg, Wieseke and Hoyer (2009), if a firm manage SPC paths (conventional and the social identity-based), considering the complementary relation of them, could perform better than firms that are successful in only managing either the satisfaction or the social identity–based path.

Together with the organization's overall climate (SCHNEIDER; BOWEN, 1995), the service orientation is best understood and measured by asking for employee's perceptions, beliefs, and opinions (SCHNEIDER; WHEELER; COX, 1992; LYTLE, HOM; MOKWA, 1998). According with Lytle, Hom and Mokwa (1998), employees' perceptions of the events, practices, and procedures as well as their perceptions of the behaviors that are rewarded, supported and expected constitute the climate of the work setting in an organization. Also, they have close contact with the customers and may consider their opinions to build the properly environment of service.

As mentioned in section 2.2.2 (Service orientation and performance), organizational outcomes could be measured in terms of business performance and employee outcomes. At that section, two hypotheses were presented regarding the business performance. Also, in section 2.2.2 perspectives were developed in employee outcomes (as employee job satisfaction) that are now more clear with this 2.3.3 section.

Thus, employee-company identification can influence the relationship between service orientation and employee job satisfaction and leads to the formulation of the following hypothesis:

H10: The employee company identification moderates the relationship between the service orientation climate and culture and the employee's job satisfaction in the retail context.

2.4 RELATIONSHIP AMONG SERVICE ORIENTATION PERSPECTIVES

When researching on the subject, no studies that relate simultaneously the organizations perspectives to the service orientation (as business strategy and as internal organizational culture and climate) were found. This relationship is mentioned by Beateson, Gudergan and Lings (2008). Specifically, they suggest that the service-oriented business strategies, in the form of organizational level service orientation and practices, by employees' training, influences directly the manifest service-oriented behaviors of staff. This is an individual behavior of service orientation and, thus, not in an organizational level.

Organizational strategies and practices and climate and cultural aspects affect these frontline staff attitudes and behaviors (GONZALEZ; GARAZO, 2005; LYTLE; TIMMERMAN, 2006; HOMBURG; WIESEKE; HOYER, 2009) and it is important to understand the specific organizational factors that influence those staff attitudes which subsequently influence behavior towards customers and the firm (BABIN; BOLES, 1998). Also, the theoretical perspective and the conceptual framework presented here (figure 1. See p. 43) leads to suppose the relationship among both perspectives. Thus, is seems reasonable to propose the mutual influence among the service orientation perspectives that leads to the formulation of the following hypothesis:

H11: The service orientation climate and culture positively influences the service orientation business strategy in the retail;

H12: The service orientation climate and culture moderates the relationship between the service orientation of the business strategy and the market performance in the retail context;

H13: The service orientation of the business strategy positively influences the relationship between the service orientation climate and culture and the employee's job satisfaction in the retail context.

2.5 THE PHYSICAL RETAIL OF PRODUCTS

The relevance of studying retailing and its activities is justified by being a manifestation of the concept of marketing at the exact moment in which the delivery of goods and services to consumers occur. Retail activity is also very important in the marketing and economic context because it brings together thousands of companies that together generate many jobs, moves large amounts of money and market products and services directly to consumers (LAS CASAS, 2000).

Retailers act as the link between those who produce and those who consume, and Kotler and Keller (2012, p. 482) "[...] includes all activities involved in the sale of goods and services directly to final consumers, Personal and non-commercial use". Similarly, Las Casas (2000) uses a retail definition proposed by the American Marketing Association, concluding that the activity of this business consists in the purchase of goods from manufacturers, wholesalers and other distributors with the intention of direct sale to final consumers.

The retail stores go through stages of growth and decline in a kind of retail life cycle. Thus, the development of competitive advantage has become a challenge for organizations and a key to the success and survival of companies (CONANT; MOKWA; VARADARAJAN, 1990). Among the ways of differentiation to obtain advantages are the offers of conveniences (HOMBURG; HOYER; FASSNACHT, 2002) and the differentiated ambience of the sales space (VERHOEF et al., 2009). These efforts are motivated by the high instability of the activity, being an alternative form sought by potential entrants to remain in the market (HUMMEL; SAVIT, 1988; LUSCH; VARGO; O'BRIEN, 2007).

According to Kotler and Keller (2012) retailers can position themselves to offer one of four levels of service to meet very different consumer preferences:

A) Self-service: the customer is supplied with what he needs, subject to searching, comparing and selecting products to save money to the maximum;

B) Selection: the customers themselves find the products and can be assisted. Customers complete their transactions by paying a seller for the item;

C) Limited service: there are more goods in the exhibition area and customers need more information and help. The stores offer services like credit and return of goods;

D) Full service: sellers offer assistance at all stages (search, comparison, selection) with the client's consent. There is a mix of specialized products, higher cost of personal and services offered, resulting in a high cost retail.

As for the main "brick and mortar" retail formats, the Table 4 presents some possibilities:

Table 4 - retail formats

Format	Characteristics
Specialty store	Restricted line of products with great variety, such as clothing stores, furniture and bookstores
Department store	Several product lines, such as clothes, household goods and household products. Each line is operated as a separate department.
Supermarkets	Self-service, large, low cost, low margin and high volume. Meets needs of food, hygiene and domestic cleaning
Convenience Stores	Small, close to residential areas, extended hours, limited line of convenience products with high turnover at higher prices. They can also sell sandwiches, snacks, breads and treats
Discount Stores	Standard goods sold at a profit and at lower prices. In some cases, the larger ones have become specialized
Retailer off- price (settlement)	Prices lower than normal retail prices. It sells stock leftovers and defective products obtained at reduced prices from manufacturers and other retailers.
Factory Stores	Owned by manufacturers and operated by them. They can add more services and product selection than other retailers.
Superstores	Large size, great variety of products marketed. It offers services like laundry, locksmith, shoe store, etc. There is a new group called "category dominators" that offers great assortment of a particular category of products and differentiated service
Hypermarkets	Physical area between 8 and 22 thousand m2, combining principles of supermarkets, discount stores and retail of large stocks. Great variety of products like, foodstuff, furniture, utensils, electro-electronics, clothes, etc.
Catalog Sales	Wide selection of products with high price, high turnover. Customers order the goods from a catalog in the store for later recall.

Source: adapted from Kotler and Keller (2000, p. 482-483).

It is noted that the competitive environment in the retail sector is very dynamic due to the competitiveness in segmented markets, where the technologies and consumer buying behavior change rapidly. Therefore, the development of sustainable competitive advantages can improve organizational performance. In this sense, service orientation, coupled with the marketing strategy, becomes essential for the elaboration of effective responses in the face of this scenario of many challenges.

2.5.1 The physical retail of products in Brazil

Parente and Barki (2014) emphasize that, as is the case throughout the world, Brazil also perceives the growing importance of retail activity in the economic context. Companies in the retail sector are among the largest companies in Brazil. Along with this growth, the adoption of service orientation and plays an increasingly important role in the modernization of the Brazilian distribution system and economy.

The arrival of supermarkets in the mid-1950s in Brazil brought a profound change in the consumption profile: self-service (BELIK, 1999). Until then, services were done at the counter, with the consumer being watched from the beginning to the end of the transaction, which increased the costs of labor. With the globalization, the Brazilian retail sector has gained a particularly intense pace in recent years.

In addition, according to Parente and Barki (2014), the market dispute intensified with the arrival of large foreign business groups. During the 90's, the author highlights the competition over the food retail, with the arrival in the country of large groups in the country such as Wal Mart, Casino, Sonae, among others. At the beginning of this new millennium, Parente and Barki (2014) point out the intensification of the expansion of large non-food retail companies in Brazil, such as: Zara, Leroy Merlin, Office Max, etc.

With the emergence of these large groups there has been a change in the power relationship between suppliers and retailers. The bargaining power of large retailers created a relationship of dependence and accentuates the vulnerability of many vendors. The power of the retailer ends up determining conditions of supply, defining its forms and even of management procedures and productive processes that the manufacturer must adopt. This retailing position is often legitimized by their purchasing power and even by launching their own brands, signaling the retailer's willingness to strengthen consumer loyalty and weaken the manufacturer's power (PARENTE; BARKI, 2014).

It is also worth mentioning the growing tendency of polarization between small retailers (specialists) and large retailers (massifs) (PARENTE; BARKI, 2014). Major retailers, such as Carrefour, Extra, C & A, Casas Pernambucanas, etc., operate throughout Brazil, develop sophisticated logistics and market information systems. Therefore, they achieve great bargaining power with their suppliers, reach large volumes of sales with competitive prices directed to large masses of consumers.

Smaller retailers do not achieve economies of scale or the bargaining power of larger ones, so their prices will not be as competitive. In this way, the specialization strategy will give them better results, since this allows them to get to know their customers well enough to meet the specific needs of certain market segments.

The infrastructure of large cities is the driving force behind the evolution of both Brazilian retail and other countries. Added to this, Las Casas (2000) also points out, as an important factor of this development, the market concentration that presupposes the existence of people, money, authority and willingness to buy. On the other hand, in the big cities, the search for convenience and lack of time are determining profound changes in behavior and buying habits (LOVELOCK; WRIGHT, 2001). In this context, waiting in long queues and the demand for products in stores with inadequate layouts and signs make consumers increasingly dissatisfied. Parente and Barki (2014) also point out that at the same time that they seek convenience, in many other situations consumers also seek a socializing and leisure experience when they go shopping. Thus, retailers respond to these trends by offering greater agility in the service and in the check outs, by properly marking the sales area and offering convenience with extended hours, internet sales and even integrating other businesses in the same place, such as coffee shops within bookstores, bakeries and pharmacies (LOVELOCK; WRIGHT, 2001).

Considering the dynamism of Brazilian retail, research that evaluates service orientation in this context may contribute to marketing theory and practice

3 METHODOLOGICAL PROCEDURES

This chapter presents the methodological procedures used for the empirical investigation of the research problem and the formulated objectives. The chapter is divided as follows: the first section specifies the problem to be studied, and the second section presents the constitutive and operational definitions of the variables adopted. Once these definitions are presented, the research design, containing the characteristics of the study, its population and sample, the data related to the instrument used to collect the data and the methods to be used in the analysis of the collected information are discussed.

3.1 RESEARCH QUESTION

Considering the aspects presented in the introduction, and based on the literature covered in the theoretical background, this research aims to answer the following question: Does the service orientation perspectives, moderated by the type of product and employees' company identification, affect the organizational performance of retailers?

The research question and the literature review allow to investigate the relationship between organizational service orientation (business strategy and culture and climate perspectives) and competitive environment, type of product, organizational outcomes (business performance and employee outcomes) store atmosphere and employee company identification. These relationships are presented in the set of hypothesis, based on the literature review and showed on the Table 5:

Table 5 - Research hypothesis

H1: The competitive intensity in the local market influences the service orientation of the business strategy in the retail context
H2: The innovativeness in the market place positively influences the service orientation of the business strategy in the retail context
H3: The service orientation as business strategy positively influences the market performance in the retail context
H4: The market performance positively influences the financial performance in the retail context.
H5: The product type moderates the relationship between the service orientation as business strategy and the market performance in the retail context

H6: The store environment is positively related with the service orientation as organizational climate and culture in the retail context.
H7: The service orientation as organizational climate and culture influence positively the employee's job satisfaction in the retail context
H8: The employee's job satisfaction influence positively the financial performance in the retail context
H9: The employee's job satisfaction influence positively the market performance in the retail context
H10: The employee company identification moderates the relationship between the service orientation as organizational climate and culture and the employee's job satisfaction in the retail context
H11: The service orientation as organizational climate and culture is positively related with the service orientation as business strategy in the retail
H12: The service orientation as organizational climate and culture moderates the relationship between the service orientation as business strategy and the market performance in the retail context
H13: The service orientation as business strategy moderates the relationship between the service orientation as organizational climate and culture and the employee's job satisfaction in the retail context

Source: the author.

3.2 MODEL SPECIFICATION

The model to be tested, as well as its hypotheses, is presented in the figure 1. The model postulates that service orientation as a business strategy is influenced by two environmental variables (competitive intensity and innovation). In addition, business performance, in terms of market and financial performance, is a dependent variable of the service orientation and moderated by the product type. Service orientation as climate and organizational culture, in turn, is influenced by store atmosphere. In addition, the employees' satisfaction that serves the company's clients is a dependent variable of the service orientation and is moderated by the employee's identification with the company. The job satisfaction of these employees also influences the business performance. Finally, as presented in the theoretical background and in the research hypothesis, there is evidence that the two service orientation perspectives act on each other.

Figure 1 - Conceptual Research Model
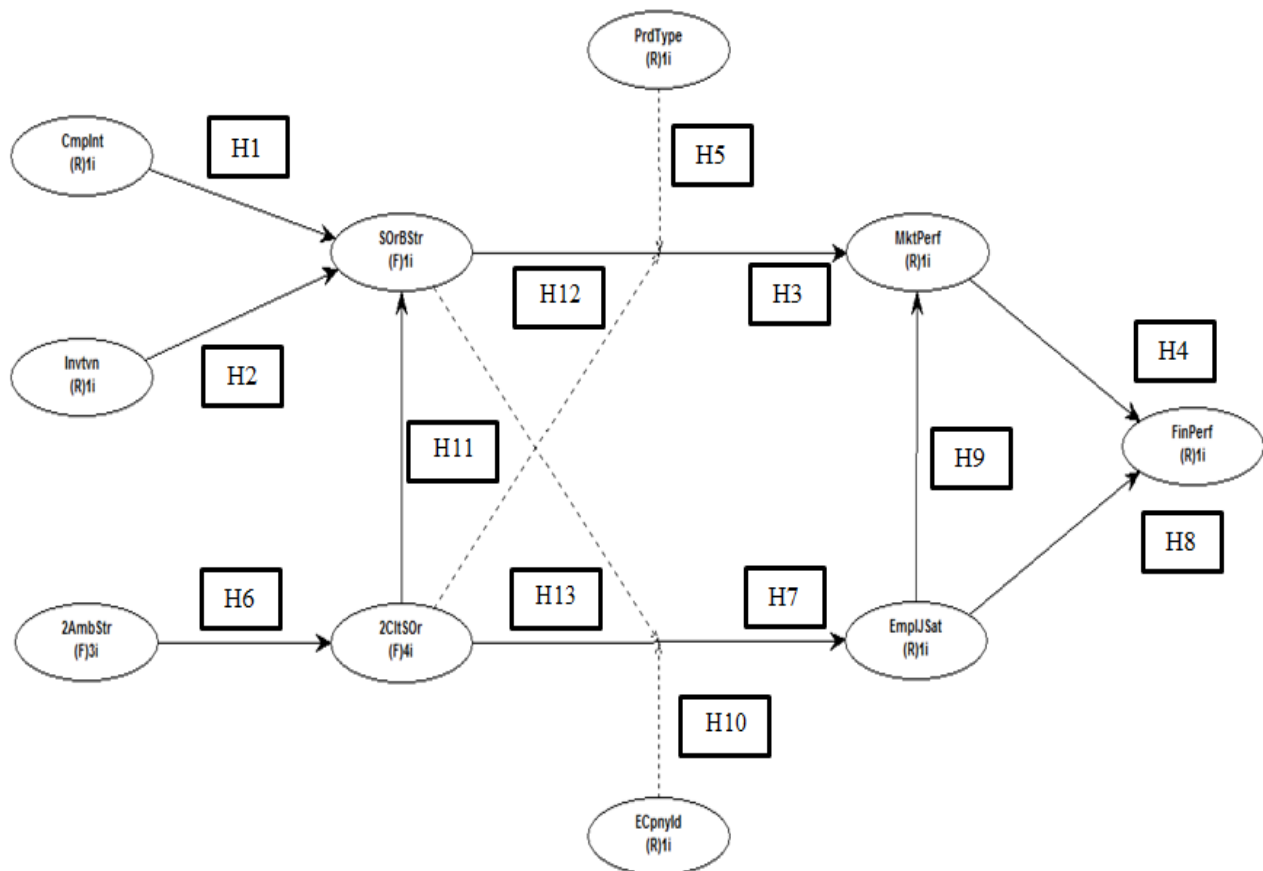
Source: the author.

3.3 CONSTITUTIVE AND OPERATIONAL VARIABLE DEFINITIONS

Defining terms and variables of a research is important to make them clear and avoid misunderstandings when interpreting the elements of the study. Thus, the constitutive definition (CD) clarifies the terms of a research, while the operational definition (OD) specifies the practical activities necessary to measure them (RICHARDSON, 1999). The variables to be studied use metrics developed in previous studies. The terms and variables present in this research are:

Competitive Environment

CD – The business area in which competitors act, innovating in competition practices, modifying their offers, products and services, in response to the turbulent markets to optimize their market and financial performance (JAWORSKI; KOHLI, 1993).

OD – To determine the manager's perception with reference to competitive environment, two constructs will be used: competitive intensity in the local market and

local retail innovativeness. To the competitive intensity in the local market, a Likert scale with 5 points will be used, ranging from "1 - strongly disagree" to "5 - strongly agree", adapted from Jaworski and Kohli (1993), composed of the following items: 1) Competition in our local market is cutthroat; 2) There are many "promotion wars" in our local market; 3) Anything that one competitor can offer, others can match readily; 4) Price competition is a hallmark in our local market; 5) One hears of a new competitive move almost every day; 6) Our competitors are relatively weak. Also, to determine the local retail innovativeness, 3 Likert scale with 5 points will be employed, ranging from "1 - strongly disagree" to "5 - strongly agree" to measure the innovativeness level of local retail, proposed by Homburg, Hoyer and Fassnacht (2002), composed of the following items: 1) in general, retailers of my area have adopted a number of new marketing techniques or views service ideas in other parts of the country; 2) In general, retailers of my area soon adopt new marketing techniques or retailers that the service ideas from other parts of the country; 3) In general, retailers in my area of expertise consistently adopt new marketing techniques or service ideas over time than retailers in other parts of the country.

Service Orientation as Business Strategy

CD – Services and conveniences offered to the customer in terms of: 1) width (the number of services offered); 2) broadness (how many customers these services are offered to); and 3) emphasis (how strongly these services are proactively emphasized) (HOMBURG; HOYER; FASSNACHT, 2002).

OD – To determine the service orientation as business strategy, each convenience aspect to the client will be used, objectively indicated by the managers, adapted from Homburg, Hoyer and Fassnacht (2002), composed of the following items: 1) information and warnings on goods; 2) technical visits to customers to provide information, 3) invitations to special events, 4) extended warranty offered by the store, 5) policy returns, 6) repairs, 7) changes and adjustments of products, 8) Delivery of goods on the address indicated by the customer, 9) withdrawal of merchandise at the location indicated by the customer for repair and maintenance, 10) installation and assembly, 11) requests by email 12) requests by phone, 13) credit supply, 14) conveniences for children in shopping period of parents or guardians, 15) layaway of merchandise 16) gift voucher purchase. As mentioned previously, the service-oriented business strategy is conceptualized in terms of three spects: (1) number, (2)

broadness[1], and (3) emphasis. For each service, the managers where asked if the company offered (0= "not offered,"). The number of services offered per company was converted into a scale, where 0 to 2 services = 1; 3-5 services = 2; 6 to 8 services = 3; 9 to 12 services = 4; And 13 to 16 services = 5. Also, the extent to which the service is actively emphasized to the customers (emphasis) was measured using 5 points Likert-type scales (1 = "not actively"; 5-"very activily"). This variable was calculated as a mean of the corresponding number of services offered and the emphasis on each item. When indicators of a construct present unique aspects of the construct, the construct can be viewed as a sum or a composite of the individual indicators (BAGOZZI; EDWARDS, 1998). The two constructs (number and emphasis) reflect an unique sources and are therefore operationalized effectively in a formative way. Because each of these items measures a particular dimension of the underlying construct, they do not need correlate significantly but they still contribute to the total value of the corresponding construct and to the model (HAIR; HULT; RINGLE; SARSTEDT, 2014, DIAMANTOPOULOS, 2008). The means observed in this construct are presented in the next chapter.

Organizational outcomes

CD – Business performance (financial e.g.: ROA; and nonfinancial: e.g. market growth) and employee outcomes (job satisfaction) (LYTLE; TIMMERMAN, 2006).

OD – To determine business performance, perceived by the managers, a Likert scale with 5 points will be used, ranging from "1 – completely unsatisfied" to "5 – completely satisfied" to measure the financial performance perception[2], proposed by Naman and Slevin (1993), composed of the following items: 1) cash flow; 2) return on shareholder equity; 3) gross profit margin; 4) net profit from operations; 5) profit to sales ratio; 6) return on investment; 7) ability to fund business. Also, the perception from managers in relation to market performance will be measured using a Likert scale

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[1] Homburg et al (2002) measured the service's broadness asking the managers about the number of customers to whom the different types of services are offered. In this work, the author decided to exclude the broadness perspective to reduce the number of questions about the same services offered due the formative characteristic of this construct. Also this option is aligned with the effort to reduce items in formative constructs (Hair et al, 2014).

[2] The measurement of financial performance may become an obstacle for the researcher as some organizations refuse to pass on sensitive financial data. According to Perin and Sampaio (1999) it is possible to do this subjectively, obtaining the perception of managers in relation to financial results. The study by Dess and Robinson (1984) suggests that there are positive relationships between the use of subjective and objective measures of financial performance.

with 5 points, ranging from "1 – completely unsatisfied" to "5 – completely satisfied", adapted from Moorman and Rust (1999), composed of the following items: 1) customer satisfaction; 2) customer loyalty; 3) attracting new customers; 4) market growth; 5) market share; 6) positive store image gain. To determine the employee job satisfaction a Likert scale with 5 points will be used, ranging from "1 – totally disagree" to 5 "totally agree, proposed by Hackman and Oldhan (1975), composed of the following items: 1) Generally speaking, I am very satisfied with this job; 2) I am generally satisfied with the kind of work I do in this job; 3) I frequently think of quitting this job (reverse coded).

Product type

CD – emotional and functional characteristics in goods that satisfy the customer needs.

OD – classification provided by the author, according with hedonic and utilitarian products classification proposed by Kushwaha and Shankar (2013). Home improvement, automotive accessories, and office supplies are example of utilitarian products. Wine, fashion clothing, beauty and cosmetics and gifts are example of hedonic products.

Store environment

CD – Ambient, design and social evidences that influence behaviors and create an image particularly attractive for service encounters on retail stores (BITNER, 1992).

OD – To determine the store environment aspects, perceived by the employees, a Likert scale with 5 points will be used, ranging from "1 - strongly disagree" to "5 - strongly agree", proposed by Baker et al. (2002), composed of the following items: 1) The facility uses a pleasing color scheme; 2) This facility has attractive lighting; 3) The signage at this facility was easy to read; 4) The signage at this facility was very helpful; 5)This facility is well designed; 6) This facility is well organized; 7) This facility has a pleasing layout; 8) This facility is very spacious; 9) The layout of this facility is well thought out; 10) The traffic flow in this facility is very heavy; 11) This facility has knowledgeable employees; 12) This facility has a courteous staff; 13) This facility has friendly employees.

Service Orientation as Organizational Culture and Climate

CD – Organization-wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service-giving behaviors that create and deliver service excellence (LYTLE; HOM; MOKWA, 1998).

OD – To determine employees perceptions of service orientation as internal culture and climate, a Likert scale with 5 points will be used, ranging from "1 – totally disagree" to "5 – totally agree" proposed by Robinson and Williamson (2014) as a shorter version from SERV*OR (LYTLE; HOM; MOKWA, 1998). The shorter version features the following items: 1) Employees go the "extra mile" for customers, 2) We are noticeably more friendly and courteous than our competitors. 3) Employees go out of their way to reduce inconveniences for customers. 4) We enhance our service capabilities through the use of "state of the art" technology. 5) Technology is used to build and develop higher levels of service quality. 6) We use high levels of technology to support the efforts of men and women on the front line. 7) We go out of our way to prevent customer problems. 8) We go out of our way to "head off" or prevent customer problems rather than reacting to problems once, they occur. 9) We actively listen to our customers. 10) Management regularly spends time "in the field" or "on the floor" with customers and front-line employees 11) Management shows that they care about service by constantly giving of themselves. 12) Management provides resources, not just "lip service," to enhance employee ability to provide excellent service. 13) Managers give personal input and leadership into creating quality service. 14) Every employee receives personal skills training that enhances his/her ability to deliver high quality service. 15) We spend much time and effort in simulated training activities that help us provide higher levels of service when actually encountering the customer. 16) During training sessions we work through exercises to identify and improve attitudes toward customers.

Employee Company Identification

CD – The degree to which employees identify with a company to fulfill self-definitional needs and the resultant emotional reactions to this identification (MAEL; ASHFORTH, 1992).

OD – To determine the employee job identification a Likert scale with 5 points will be used, ranging from "1 – totally disagree" to 5 "tottaly agree, proposed by Mael

and Ashforth (1992), composed of the following items: 1) When someone criticizes this company, it feels like a personal insult; 2) I am very interested in what others think about this company; 3) When I talk about this company, I usually say "we" rather than "they"; 4) This company's success is my success; 5) When someone praises this company, it feels like a personal compliment; 6) If a story in the media criticized this company, I would feel embarrassed.

The following Table 6 summarizes the items evaluated in each variable of the research and the scales to be used. The measurement model used in this research includes 15 indicators. Of these, 13 are latent variables answered on 5-point likert scales, chosen for ease of construction, application and understanding of the respondents (MALHOTRA, 2001). Two other indicators make up the structural model, one of them (service orientation as a business strategy) transformed into a single item and the other (product type) being a dichotomic variable.

Table 6 - Items evaluated and measurement/classification

ITEMS EVALUATED	MEASUREMENT/CLASSIFICATION
Competitive intensity in local market[a]	Jaworski; Kohli (1993) – 6 items.
Innovativeness of local competitors[a]	Homburg et al (2002) – 3 items.
Service orientation as business strategy (Length) [a]	Homburg et al (2002), 16 items (0= not offered)
Service orientation as business strategy (Emphasis) [a]	Homburg et al (2002) – 16 items 5 points Likert scale
Market performance[a]	Moorman and Rust (1999) 6 items
Financial performance[a]	Naman; Slevin (1993) – 7 items.
Product type[a]	Dichotomy variable Hedonic (1); Utilitarian (0)
*Store environment[b]	Baker (2002) – 13 items
**Service orientation as organizational culture and climate[b]	Robinson and Williamson (2014) – 16 items.
Employee job satisfaction[b]	Hackman and Oldham (1975) – 3 items.
Employee company identification[b]	Mael and Ashforth, (1992) – 6 items

Source: the author.
*Store environment is a multidimensional construct, composed by store ambience, design and layout and social aspects
**Service orientation as organizational culture and climate is a multidimensional construct, composed by customer orientation, service technology, service leadership and service training.
[a]Answered by managers; [b]answered by frontline employees.

3.4 RESEARCH DESIGN

In order to investigate the relationships presented in this study, the research was carried out in four stages: first, the deepening of the theoretical framework in order

to propose the direction of the research and evaluate the hypotheses formulated, resulting in the research instruments, built on scales already established and consolidated. The second stage dealt with the elaboration and pre-test of the research instruments. The third one was the data collection and finally, in the fourth stage, data analysis and interpretation was performed.

3.4.1 Data collection questionnaire

With the purpose of studying retail companies and their respective sales and frontline employees, two questionnaires were developed, both self-explanatory and self-completed. The first questionnaire was prepared for application to managers of retail companies, containing questions of company characterization, indicators of the constructs: competitive environment, service orientation as business strategy and marketing and financial performance. Managers were invited to express their views on each variable individually but grouped according to their respective latent variables, as can be seen in the questionnaire (appendix, p. 94).

In the questionnaire applied to employees, besides the characterization questions, they were invited to express their opinions about the indicators that make up the constructs: store environment, service orientation as culture and organizational climate, job satisfaction and company identification, as can be seen in the questionnaire (appendix, p. 98).

All scales used were from English language. The translation to Portuguese considered the literature recommendation about translation and reverse translation process.

Before the final application of the questionnaire, pre-tests were performed face-to-face with a small number of managers and employees to measure the reliability and adequacy levels of the instrument. After two rounds of pre-test, adjustments were made to the final version of each questionnaire in appendix.

3.4.2 Population and sample

The population is composed by retailers in Brazil. The sample used is classified as non-probabilistic, covering 144 retail companies from 7 Brazilian states. The unit of analysis were the store, comprised the managers and front-line employees of these

companies as noted in the literature on service orientation, they are the most appropriate people to reflect on the variables included in this study.

Data collection began in February 2016 and used online questionnaires. With this objective, a Trade Federation of a Brazilian state was contacted that immediately agreed to distribute the research link to its associated retailers base. The research link was hosted on Qualtrics System. This Trade Federation sent an e-mail invitation (appendix Invitation letter sent by Federation Trades, p. 93) to all the retailers (about 5000 companies).

The email invitation was addressed to the main manager from each retailing store, instructing that he/she could answer a set of questions pertinent to managers' sample and also redirect a link corresponding to the set of pertinent questions to the employees involved in the sale and customer service departments. In this attempt, after 10 days of sending the invitation, only 32 companies accessed the questionnaires, of which only 4 companies returned the questionnaires fully answered. It should be noted that the questionnaires include answers from two groups of respondents: managers and sales staff or customer service.

Given the low adherence of respondents, in March 2016 the other 26 Brazilian Trade Federations were contacted to participate in the survey. After several telephone conversations and e-mails seeking to explain the purposes of the research to the heads of each Trade Federation, on April, new invitations e-mails were sent by the Trade Federations and Chambers of Retailers from 7 Brazilian states. At this point, the participation of companies was stimulated, where the company's manager could choose, if fully answering both questionnaires, receiving a magazine subscription, with good reputation in business management in Brazil, or donating the value of the subscription to a philanthropic entity indicated by the manager.

In the month of October, 15 days after sending the second round of invitation e-mails by the Trade Federations that supported this study, the phase of data collection was completed through questionnaires. In total, 984 companies accessed the link that hosts the questionnaire, of which 167 had the questionnaires of managers and employees completely filled out. Some companies were excluded from the sample, as they had both questionnaires answered by the same person, did not have employees or did not consider retail as the main activity. After this procedure, the final sample for this study is composed by 144 companies. Due these characteristics, the sample was obtained by adherence, based on convenience criteria, especially the accessibility and

availability of the respondents, since the questionnaires were sent by e-mail, by representative retail entities that joined the study. The four companies that answered the questionnaire in February were discarded from the final sample.

3.4.3 Data treatment

Descriptive and exploratory statistical methods were used in the data analysis. Through statistic software SPSS V.21, descriptive analyzes were performed with mean content and standard deviation (HAIR et al., 2009). In order to test the hypotheses and elaborate the theoretical model, the structural equation analysis method (SEM) was used, with the alternative approach of estimation of the partial least squares - PLS (HAIR et al., 2009; HAIR; HULT; RINGLE; SARSTEDT, 2014). In this approach, the constructs are presented as compounds, based on results of factorial analyzes, but without the attempt to create covariance between measured items (HAIR; HULT; RINGLE; SARSTEDT, 2014).

There are many situations in research in Social Behavioral Sciences and in which the researcher is faced with non-compliant data to a multivariate normal distribution, more complex models (many constructs and many observed variables), or training models that also include formative variables (MACKENZIE; PODSAKOFF; PODSAKOFF, 2011), few data and models with less established theoretical support or underexplored (RINGLE; SILVA; BIDO, 2014). In these situations, the structural equation modeling based on covariance (CB-SEM) or based on models estimation with maximum likelihood adjustment (MLE) are not recommended. On the other hand, the structural equation modeling based on variance (VB-SEM) estimation models or partial least squares fit (Partial Least Square - PLS) has been used (HAIR; HULT; RINGLE; SARSTEDT, 2014).

The basic difference between CB-SEM and VB-SEM is in the form of data treatment. In the first case there are multiple linear regressions performed simultaneously and in the second, correlations between the constructs and their variables measured or observed items (measurement models) are calculated and then linear regressions between constructs (structural models) are performed. Thus, one can estimate more complex models with fewer data (RINGLE; SILVA; BIDO, 2014; HAIR; HULT; RINGLE; SARSTEDT, 2014). Given the characteristics of the present study, it is considered to use PLS-SEM to analyze the data obtained in this study.

According to Cohen (1992), in PLS-SEM, the value of 0.80 of statistical power should be used at a significance level of P = 0.05. According to Hair, Hult, Ringle and Sarstedt (2014), in scientific research it is typically more severe to arrive at a false positive result (type 1 error) than a false negative (type 2 error), thus, using 0.80 for the estimate the probability of a type 2 error is up to four times greater than the probability of the type 1 error occurring. Hair, Hult, Ringle and Sarstedt (2014) also recommend a minimum sample size for the value of 0.80 (80%) of statistical power at a significance level of P = 0.05 In cases where a model with minimal explanatory power R^2 = 0.25, with up to 3 arrows turned to a construct, must contain at least 59 valid cases.

Also, direct and indirect effects are used in PLS-SEM. Direct effect consist of the relationship between two constructs with a single arrow. Indirect effects are those relations that involve a sequence of relationships with at least one intervening construct involved. Therefore, the indirect effect is a sequence of two or more direct effects and is represented visually by multiple arrows (HAIR; HULT; RINGLE; SARSTEDT, 2014; HAYES, 2013).

The path coefficients in the structural model can be interpreted in relation to each other. If one coefficient is greater than another, its effect on the endogenous latent variable is greater. Being significant, its value indicates how much the exogenous construct is associated with the endogenous construct. The sum of the direct and indirect effects refers to the total effect. The Figure 2 is an example of direct, indirect, total effects using the mediator variable Y_2:

Figure 2 - Direct, indirect and total effect
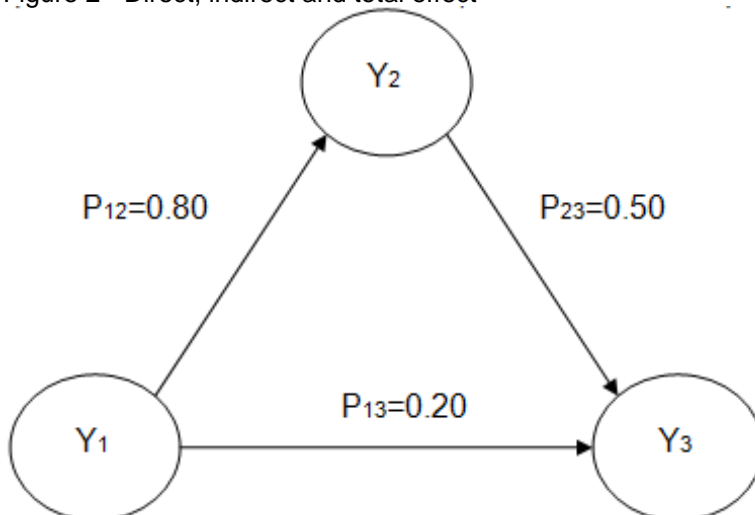
Source: Hair et al (2014)

In Figure 3 it can be seen that the direct effect is equal to p_{13} and the indirect effect is equal to p_{12} x p_{23} = 0.40. Therefore the total effect can be calculated as p_{13} + p_{12} x p_{23} = 0.60. That is, Y_1 is extremely important in the determination of Y_3, being mediated by Y_2 (HAIR; HULT; RINGLE; SARSTEDT, 2014; HAYES, 2013).

Like mediation, in moderation, a construct can also directly affect the relationship between exogenous and endogenous latent variables, but in a different way (VIEIRA, 2009). The moderating effect may imply change in the strength or direction of a relationship between two constructs of the model (HAIR; HULT; RINGLE; SARSTEDT, 2014; HAYES, 2013).

Figure 3 illustrates a situation where the moderating variable "M" influences the relationship between Y_1 and Y_2. The moderating effect p3 is represented by the arrow pointing to the p1 effect between Y_1 and Y_2 which is, hypothetically, moderated by "M".

Figure 3 - Moderating effect
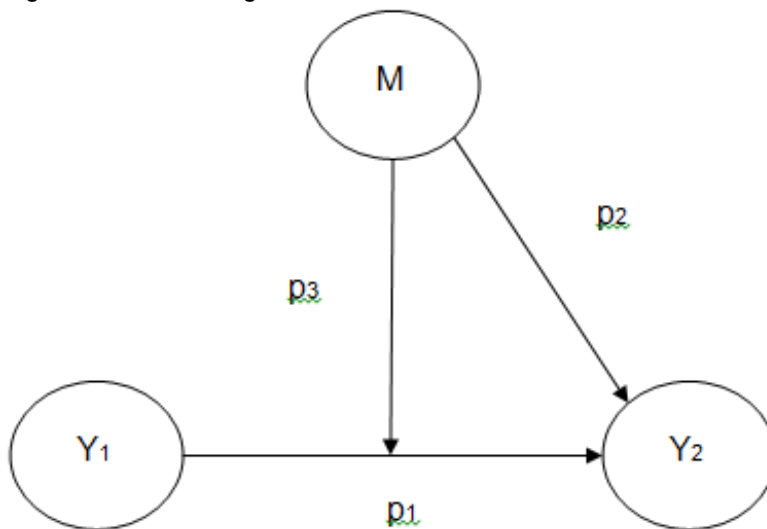
Source: Hair et al (2014)

4 RESULT ANALYSIS

The following results were obtained through the collection and statistical tests described in the methodology. The sample characteristics, as well as the discussion about what the statistical indicators explain about the relations and hypotheses tested are presented in this chapter.

4.1 SAMPLE CHARACTERISTICS

The final sample was composed of 144 companies, where 119 of the Southern region, 19 of the North and Midwest region and 6 of the Northeast region of Brazil. From the 144, 57 companies from the state of Paraná answered printed forms distributed in the month of May by the researcher and three other students of the Postgraduate Program in Administration of the Pontifical Catholic University of Paraná - PPAD / PUCPR.

The managers (n=144) were asked to answer to questions in relation to the type of the store, the number of employees working in the store and the area of coverage of the company.

With regard to the type of store, 99 are specialized stores, 14 are factory stores, 22 are department stores, 4 are supermarkets or hypermarkets, and 5 are franchising stores. As for the type of product, the companies that make up the sample belong to diversified segments, which resulted in 77 retailers focused on hedonic products and 67 utilitarian products. The largest concentrations in terms of product type are: 33 clothing companies, 26 home-improvement companies, 22 office supplies and computer supplies companies, 13 food and cleaning companies, 9 automotive accessory companies, 8 gift companies.

With reference to the number of employees, 88 companies have between 1 and 9 employees, 17 have between 10 and 19 employees, 17 have between 20 and 49 employees, 3 have between 50 and 99 employees and 19 have more than 100 employees working in the Business unit that answered the survey questionnaires.

As for the area covered by the company, 73 companies operate locally, 39 operate regionally, 16 companies operate nationally and 6 companies operate in more than one country.

Despite the diversity of the companies' characteristics that joined the study, there is a concentration of companies that work in a specialized manner in some retail branch, with low number of employees and that act locally.

As for the time working in the same position that currently occupies in the company, among the managers who answered the survey, 24 work less than 2 years in the position, 49 work between 2 and 5 years in the position, 29 work between 6 and 10 years in the position and 42 have been working for more than 10 years.

As for the time working in the same position that currently occupies in the company, among the employees who answered the survey (n=180), 63 work less than 2 years in the position, 60 work between 2 and 5 years in the position, 29 work between 6 and 10 years in the position and 28 have been working for more than 10 years.

In terms of the experience, managers and employees involved with customers seem to have suffice experience in their currently position to answer the questions presented in this research, which in turn helps to reduce bias in the findings presented.

4.2 DESCRIPTIVE STATISTICS OF THE CONSTRUCTS

After loading the data in the software IBM SPSS, version 21, a preliminary check was made for the solution of missing values and outliers. The sample adequacy test (KMO> 0.5) resulted is 0.783, which was considered acceptable since the Bartlett sphericity test (sig <0.05) showed statistical significance at the 0,000 level in the correlations observed[3].

The table 7 below shows the results for the construct Service Orientation as Business Strategy[4]. The overall mean is 2.49, with 0.81 of standard deviation. The mean for hedonic products (2.45 / 0.70) is lower than for utilitarian products (2.54 / 0.91)[5].

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[3] It should be noted that the normality test of the data distribution is unrequired when using PLS-SEM (Hair et al, 2014; Chin, 1998).

[4] Considering number and emphasis in 16 items, transformed in a single item, according with Homburg et al (2002), as detailed in chapter 3 – Methodological procedures.

[5] U Test of Mann-Whitney for independent samples was performed, considering the effects of hedonic (0) and utilitarian (1) products on Service Orientation as Business Strategy. The test shows a nonsignificant result (U = 2337.000; p = .331, median on Service Orientation as Business Strategy = 2.31). In other words, the type of the product in context of retailers does not influence Service Orientation as Business Strategy.

Table 7 - Service Orientation as Business Strategy results

item	Hedonic products Mean (+- std. deviation)	Utilitarian products Mean (+- std. deviation)	General Mean (+- std. deviation)
g1	2.45 (0.70)	2.54 (0.91)	2.49 (0.81)
N	77	67	144

Source: the author.

The following tables present the descriptive statistics obtained in each of the constructs. The responses were indicated in 5-point Likert scales, which allowed the component items of each scale to be aggregated through the "Compute Variable" command in the SPSS software for later analysis of their averages.

The next table 8 shows the results for the Competitive Intensity. This construct has originally 6 items, answered by the managers. The mean (scale 1 to 5) obtained for each item ranges from 3.38 to 4.08 (standard deviation from 1.12 to 1.28). The factor loadings (correlation matrix[6]. See appendix, p. 104) vary in a range from 0.59 to 0.74. The Cronbach's alpha is 0.82 and the mean as computed variable is 3.74 (1.18 standard deviation).

Table 8 - Competitive Intensity results

Item	Mean	+- Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
g101	4.08	1.16	0.82	144		Mean	+- Std. Deviation
g102	3.75	1.28	0.82	144			
g103	3.55	1.18	0.59	144	0.82		
g104	3.97	1.12	0.83	144		3.74	1.18
g105	3.38	1.15	0.74	144			
*g106	2.33	1.21	0.39	144			

Source: the author.
*item deleted after correlation matrix analysis (Our competitors are relatively weak).

The next table 9 shows the results for the Inovativeness. This construct has originally 3 items, answered by the managers. The mean (scale 1 to 5) obtained for each item ranges from 2.45 to 2.55 (standard deviation from 1.06 to 1.13). The factor

[6] In the correlation matrix, loadings are unrotated and cross-loadings are oblique-rotated.

loadings (correlation matrix appendix, p. 104) range from 0.83 to 0.89. The Cronbach's alpha is 0.83 and the mean as computed variable is 2.51 (1.09 standard deviation).

Table 9 - Inovativeness results

Item	Mean	+- Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
						Mean	+- Std. Deviation
g107	2.52	1.10	0.88	144	0.83		
g108	2.45	1.06	0.89	144		2.51	1.09
g109	2.55	1.13	0.83	144			

Source: the author.

The table 10 shows the results for the Market Performance. This construct has originally 6 items, answered by the managers. The mean (scale 1 to 5) obtained for each item range from 3.39 to 4.18 (standard deviation from 0.61 to 1.18). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.69 to 0.82. The Cronbach's alpha is 0.86 and the mean as computed variable is 3.81 (0.91 standard deviation).

Table 10 - Market Performance results

Item	Mean	+- Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
						Mean	+- Std. Deviation
g131	4.18	0.61	0.71	144			
g132	3.92	0.84	0.69	144			
g133	3.77	0.90	0.76	144	0.86		
g134	3.43	1.18	0.81	144		3.81	0.91
g135	3.39	1.14	0.82	144			
g136	4.14	0.79	0.78	144			

Source: the author.

The table 11 shows de results for the Financial Performance. This construct has originally 7 items, answered by the managers. The mean (scale 1 to 5) obtained for each item range from 3.04 to 3.33 (standard deviation from 0.98 to 1.16). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.81 to 0.91. The

Cronbach's alpha is 0.94 and the mean as computed variable is 3.20 (1.07 standard deviation).

Table 11 - Financial Performance results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
g141	3.33	1.04	0.81	144		Mean	+- Std. Deviation
g142	3.13	1.09	0.90	144			
g143	3.29	0.98	0.86	144	0.94		
g144	3.12	1.09	0.91	144		3.20	1.07
g145	3.31	1.05	0.88	144			
g146	3.16	1.10	0.87	144			
g147	3.04	1.16	0.86	144			

Source: the author.

The table 12 shows the results for the Environment Store: Ambience. This construct has originally 4 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 3.94 to 4.24 (standard deviation from 0.84 to 1.08). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.77 to 0.86. The Cronbach's alpha is 0.84 and the mean as computed variable is 4.10 (0.99 standard deviation).

Table 12 - Environment Store: Ambience results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f271	4.24	0.84	0.77	180		Mean	+- Std. Deviation
f272	3.94	1.08	0.80	180	0.84		
f273	4.16	0.98	0.86	180		4.1	0.99
f274	4.06	1.06	0.86	180			

Source: the author.

The table 13 shows the results for the Environment Store: Design & Layout. This construct has originally 6 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 3.66 to 4.41 (standard deviation from 0.94 to 1.19). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.70 to

0.84. The Cronbach's alpha is 0.84 and the mean as computed variable is 4.06 (1.01 standard deviation).

Table 13 - Table 13: Environment Store: Design & Layout results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f275	4.11	1.00	0.84	180		Mean	+- Std. Deviation
f276	4.15	0.94	0.70	180			
f277	4.41	0.85	0.83	180	0.84		
f278	3.77	1.19	0.74	180		4.06	1.01
f279	3.83	1.03	0.83	180			
*f2710	3.66	1.05	0.33	180			

Source: the author.
*item deleted after correlation matrix analysis.

The table 14 shows de results for the Environment Store: Social Aspects. This construct has originally 3 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 4.35 to 4.52 (standard deviation from 0.81 to 0.92). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.85 to 0.90. The Cronbach's alpha is 0.83 and the mean as computed variable is 4.41 (0.88 standard deviation).

Table 14 - Environment Store: Social results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f2711	4.35	0.92	0.85	180		Mean	+- Std. Deviation
f2712	4.37	0.90	0.85	180	0.83		
f2713	4.52	0.81	0.90	180		4.41	0.88

Source: the author.

The table 15 shows de results for the Service Culture: Customer Orientation. This construct has originally 6 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 4.12 to 4.57 (standard deviation from 0.62 to 0.87). The factor loadings (correlation matrix appendix, p. 104) vary in a range from

0.68 to 0.84. The Cronbach's alpha is 0.85 and the mean as computed variable is 4.32 (0.78 standard deviation).

Table 15 - Service Culture: Customer Orientation results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f291	4.12	0.87	0.68	180		Mean	+- Std. Deviation
f292	4.38	0.79	0.72	180			
f293	4.44	0.69	0.84	180	0.85		
f297	4.25	0.82	0.80	180		4.32	0.78
f298	4.18	0.86	0.80	180			
f299	4.57	0.62	0.69	180			

Source: the author.

The table 16 shows the results for the Service Culture: Service Tecnology. This construct has originally 3 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 3.50 to 3,80 (standard deviation from 1.07 to 1.09). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.88 to 0.92. The Cronbach's alpha is 0.88 and the mean as computed variable is 3.68 (1.08 standard deviation).

Table 16 - Table 16: Service Culture: Service Technology results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f294	3.80	1.07	0.90	180		Mean	+- Std. Deviation
f295	3.74	1.08	0.92	180	0.88		
f296	3.50	1.09	0.88	180		3.68	1.08

Source: the author.

The table 17 shows the results for the Service Culture: Service Leadership. This construct has originally 4 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 4.19 to 4.34 (standard deviation from 0.90 to 0.96). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.86 to

0.92. The Cronbach's alpha is 0.90 and the mean as computed variable is 4.27 (0.93 standard deviation).

Table 17 - Service Culture: Service Leadership results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f2910	4.28	0.93	0.87	180	0.90	Mean	+- Std. Deviation
f2911	4.34	0.90	0.92	180			
f2912	4.19	0.96	0.86	180		4.27	0.93
f2913	4.25	0.95	0.86	180			

Source: the author.

The table 18 shows the results for the Service Culture: Service Training. This construct has originally 3 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 3.43 to 3.69 (standard deviation from 1.19 to 1.25). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.88 to 0.92. The Cronbach's alpha is 0.89 and the mean as computed variable is 3.59 (1.23 standard deviation).

Table 18 - Service Culture: Service Training results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f2914	3.65	1.25	0.88	180	0.89	Mean	+- Std. Deviation
f2915	3.43	1.25	0.92	180			
f2916	3.69	1.19	0.91	180		3.59	1.23

Source: the author.

The table 19 shows the results for the Employee Company Identification. This construct has originally 6 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 4.09 to 4.50 (standard deviation from 0.79 to 0.99). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.72 to 0.77. The Cronbach's alpha is 0.80 and the mean as computed variable is 4.32 (0.89 standard deviation).

Table 19 - Employee Company Identification results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f281	4.09	0.95	0.73	144		Mean	+- Std. Deviation
f282	4.16	0.99	0.72	144			
f283	4.47	0.84	0.77	144	0.80		
f284	4.50	0.89	0.75	144		4.32	0.89
f285	4.49	0.79	0.77	144			
*f286	4.24	0.99	0.73	144			

Source: the author.
*item deleted after correlation matrix analysis.

The table 20 shows the results for the Employee Job Satisfaction. This construct has originally 3 items, answered by the employees. The mean (scale 1 to 5) obtained for each item range from 4.16 to 4.45 (standard deviation from 0.67 to 1.21). The factor loadings (correlation matrix appendix, p. 104) vary in a range from 0.47 to 0.90. The Cronbach's alpha is 0.59 and the mean as computed variable is 4.34 (0.87 standard deviation).

Table 20 - Employee Job Satisfaction results

Item	Mean	Std. Deviation	Factor loadings	N	Cronbach alpha	As computed variable	
f301	4.41	0.73	0.90	144		Mean	+- Std. Deviation
f302	4.45	0.67	0.82	144	0.59		
f303	4.16	1.21	0.47	144		4.34	0.87

Source: the author.

4.3 MEASUREMENT MODEL ANALYSIS

The PLS approach for structural equation modeling was used to test the proposed model. As suggested by Chin (1998), the PLS approach requires the measurement model first estimated and then the structural model tested. Although the

scales have been validated in previous studies, the researcher chose to reaffirm the factorial structure provided in the scales before using the model.

This procedure stems from the fact that measuring latent variables[7] implies verifying the validity and reliability of the scales used (RENCHER, 1998). Convergent and discriminant validation tests were performed. The convergent validity aims to determine if the factorial loads of each item are correlated with their respective variables. Positive correlation between the measurements of the same construct is sought (PERIN; SAMPAIO; FROEMMING; LUCE, 2002). Discriminant validity tests whether responses are related to other constructs or not. It is positive when the load of the indicator is more valuable on the construct it represents than on the others in the model, discriminating them (MALHOTRA, 2001).

The convergent validity is tested using the factorial loads that present higher values in their respective reflexive constructs. Hair, Hult, Ringle and Sarstedt (2014) recommend that these loadings should be equal to or greater than 0.70 (and significant at least 10%). However, before eliminating indicators with loads less of 0.70, there should be a careful evaluation of the effects. In general, indicators with external loads between 0.40 and 0.70 should be removed from the scale only if their exclusion implies an increase in composite reliability (or mean extracted variance). Indicators with very low values (less than 0.40) should always be eliminated from the scale. Cronbach's alpha is also analyzed to assess the reliability of each scale, including the existence of items / indicators that compromise the index.

After these procedures, one item from the questionnaire answered by the managers was excluded, specifically the item "g106 - Our competitors are relatively weak" of the latent variable that evaluates the competitive intensity (CmpInt), remaining 5 other items in this scale. Also two items were excluded from the questionnaire answered by the employees: 1) Item "f2710 - The people traffic in this store is intense ", from the latent variable that evaluates the design and the layout of the store (EnvStDsg), which in turn, composes the second order construct referring to the store environment aspects (2EnvStr), remaining 5 other items in this scale; and 2) "f286 - If

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[7] In the understanding of the author, all the items / questions that compose the latent variables - LV's - here studied are reflective. The constructs formed by only one indicator and those of second order that compose the structural model of the present research are defined as formative constructs. The misspecification of formative LV's as reflective is not severe in the evaluation of the structural model in PLS-SEM (Gudergan et al, 2008). In their study on this issue, Bido et al (2009) verified that the difference between structural coefficients estimated with formative or reflective indicators reached a maximum value difference equal to 0.0055.

a story in the media criticized this company, I would feel ashamed" of the latent variable that evaluates the employee's identification with the company where he/she works (ECmpnyId), leaving 5 other items on this scale. These exclusions are due to the fact that the mentioned items present a superior factor load in different constructs from those that are predicted theoretically, in addition, to compromise the reliability measured by Cronbach's alpha, which must be higher than 0.60 for preliminary studies (HAIR; HULT; RINGLE; SARSTEDT, 2014).

The final measurement model includes 23 items answered by the managers and 36 other items answered by the employees of each of the 144 companies that compose the sample analyzed in this study, as well as other questions to characterize the respondents and the companies. Both complete questionnaires are in appendix (p.94 and 98). The factorial loads of the items kept in the model ranged from 0.59 to 0.92. The measurement model results indicate that all the remaining items measuring in their underlying construct (see items correlation matrix appendix, p. 104).

The reliability of the measurement constructs was evaluated using Cronbach's alpha values, which lowest value was 0.80 (Employee Company Identification - ECpnyId) and the highest was 0.94 (Financial Performance-FinPerf construct), except for the Employee Job Satisfaction (EmpJSat) construct, which presented an alpha of 0.59. This construct could have an alpha equal to 0.74 if one of its 3 items were eliminated. The researcher decided to keep it with the original items due to the importance of each of these items, also the calculated alpha is only 1/100 lower than the minimum desirable to ensure the reliability of the scale. In order to minimize this situation, it is important to highlight that the coefficients of the Composite Reliability (table 21), whose lowest value is 0.79 (Employee Job Satisfaction construct) and the highest is 0.96 (Financial Performance construct - FinPerf), indicate a good adjustment if >0.70 (HAIR et al., 2009).

The discriminant validity is evaluated by comparing the square of the mean variance extracted from a latent variable with its correlation with other latent variables in the model. As demonstrated in Table 21, the square of the mean variance extracted from each latent variable (diagonal in bold) is higher than the correlations with other variables. Thus, there is discriminant validity in the constructs.

Table 21 - Discriminant validity among constructs[8]

	CompInt	Invtvn	MktPerf	FinPerf	EnvStAm	EnvStDs	EnvStSc	CltSCOr	CltSTcn	CltSLea	CltSTrn	ECpnyId	EmplJSa
CompInt	**0.76**	0.34	-0.05	-0.06	-0.01	0.04	0.10	-0.05	0.08	-0.06	-0.05	0.17	-0.09
Invtvn	0.34	**0.87**	-0.01	0.03	-0.09	-0.06	-0.13	-0.13	-0.03	-0.06	-0.12	-0.05	-0.17
MktPerf	-0.05	-0.01	**0.77**	0.68	0.15	0.16	0.23	0.26	0.16	0.16	0.25	0.08	0.19
FinPerf	-0.06	0.03	0.68	**0.87**	0.21	0.18	0.18	0.18	0.22	0.21	0.24	-0.01	0.16
EnvStAm	-0.01	-0.09	0.15	0.21	**0.82**	0.77	0.35	0.50	0.53	0.36	0.50	0.33	0.46
EnvStDs	0.04	-0.06	0.16	0.18	0.77	**0.79**	0.41	0.42	0.50	0.31	0.43	0.29	0.40
EnvStSc	0.10	-0.13	0.23	0.18	0.35	0.41	**0.87**	0.45	0.14	0.29	0.36	0.24	0.35
CltSCOr	-0.05	-0.13	0.26	0.18	0.50	0.42	0.45	**0.76**	0.44	0.45	0.52	0.45	0.44
CltSTcn	0.08	-0.03	0.16	0.22	0.53	0.50	0.14	0.44	**0.90**	0.38	0.54	0.35	0.28
CltSLea	-0.06	-0.06	0.16	0.21	0.36	0.31	0.29	0.45	0.38	**0.88**	0.56	0.39	0.48
CltSTrn	-0.05	-0.12	0.25	0.24	0.50	0.43	0.36	0.52	0.54	0.56	**0.91**	0.25	0.34
ECpnyId	0.17	-0.05	0.08	-0.01	0.33	0.29	0.24	0.45	0.35	0.39	0.25	**0.75**	0.41
EmplJSa	-0.09	-0.17	0.19	0.16	0.46	0.40	0.35	0.44	0.28	0.48	0.34	0.41	**0.75**
Composite Reliability	0.87	0.90	0.89	0.96	0.89	0.89	0.90	0.89	0.93	0.93	0.93	0.86	0.79
Cronbach alpha	0.82	0.83	0.86	0.95	0.84	0.85	0.84	0.85	0.88	0.90	0.89	0.80	0.59
AVE	0.58	0.75	0.59	0.76	0.68	0.62	0.75	0.57	0.81	0.77	0.82	0.56	0.56

Source: the author
Correlations among latent variables with square roots of AVEs in bold.
Note: there are two more constructs used in the structural model: 1) Product Type (PrdType); and 2) Service Orientation Business Strategy (SOrBStr). Both are single item constructs (show coefficient 1 for all correlations), but still contributing with the structural model findings.

After the checking, the items / issues were aggregated into constructs (using the compute variable command in SPSS software version 21 (table 22). According to Bagozzi and Edwards (1998), this procedure makes the extraction of a general measure by construct possible. Thus, the scores of the variables of the same construct were added, by respondent, and the means and standard deviations (by the number of variables) were verified, which allowed the scale to be maintained in the interval originally used (from 1 to 5).

Table 22 - Constructs computed means

	CompInt	Invtvn	MktPerf	FinPerf	EnvStAm	EnvStDs	EnvStSc	SCltCOr	SCltTcn	SCltLea	SCltTrn	ECpnyId	EmplJSa
Compute as mean	3.74	2.51	3.81	3.20	4.10	4.06	4.41	4.32	3.68	4.27	3.59	4.32	4.34
Std. Deviation	1.18	1.09	0.91	1.07	0.99	1.01	0.88	0.78	1.08	0.93	1.23	0.89	0.87

Source: the author

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[8] CompInt (Competitive Intensity), Invtvn (Innovativeness), MktPerf (Market Performance), FinPer (Financial Performance), EnvStAm (Store Environment Ambience), EnvStDs (Store Environment Design and Layout), EnvStSc (Store Environment Social Aspects), SCltCOr (Service Climate Customer Orientation), ScltTcn (Service Tecnology), SCltLea (Service Leadership), ScltTrn (Service Training), EcpnyId (Employee Company Identification, EmplJSa (Employee Job Satisfaction).

Since all scales used are 5-point Likert scale (except measures of the service orientation as a business strategy - SOrBStr, and the product type - ProdTyp), the analysis of mean and standard deviation proposed by Costa, Ramos, Mazza and Plutarco (2009), which suggests that mean, in 5 points scale, values up to 3 are considered low, 3 to 4 are intermediate, and 4 to 5, are high are used to present the results. For standard deviations, values up to 0.8 are low, 0.8 to 1.0 are average, and above 1.0 are high, was employed. Before this analysis it is necessary to analyze the structural model, which was elaborated with the aggregate constructs using the software Warp-PLS version 5.0, as presented in the next section.

4.4 STRUCTURAL MODEL FIT INDEXES

After the measurement model evaluation, two second-order constructs, elaborated as formative, were inserted into the structural model, based on the factorial scores of the latent variables of their first order and according with the literature regarding these constructs. The second order constructs were: 1) Store Environment (2StrEnvr), composite by Ambience (EnvStAmb), Design (EnvStDsg) and Social (EnvStScl), as proposed by Baker et al (2002); and 2) Service Orientation as Organizational Culture and Climate (2SOCltOr), composite by Costumer Orientation (CltSCOr), Technology (CltSTcn), Managers Leadership (CltSLead) and Training (CltSTrnm), as proposed by Robinson and Williamson (2014). The second order constructs were elaborated using the Warp PLS statistical package, as proposed by Kock (2011). In addition to these two second-order constructs, there are eight other constructs that make up the structural model, as presented in section 3.2 (model specification).

The following indexes were obtained using PLS-SEM approach, in accordance with the literature recommendations. The indexes should be used to demonstrate the parameters of adequacy, fit and quality of the hypothetical model generated (KOCK, 2013).

The average path coefficient (APC) of the model was 0.254 (P<0.001). The APC index is the average of the absolute values of the model's path coefficients and is significant at the P<0.05 level (HAIR; HULT; RINGLE; SARSTEDT, 2014; KOCK, 2013).

The average R-squared value (ARS) of the model was 0.278 (P<0.001). The ARS index is the absolute value of the R^2 coefficients for the model and is significant at the P<0.05 level (HAIR; HULT; RINGLE; SARSTEDT, 2014; KOCK, 2013).

The variance inflation factor - VIF has two indexes: average block variance inflation factor (AVIF) and average full variance inflation factor (AFVIF). The AVIF of the model was 1.120. The AFVIF of the model was 1.538. The AVIF and the AFVIF quantify the severity of the collinearity among the indicators with the formative measurement model, and both are acceptable if <= 5.0 and ideal if <= 3.3 (HAIR; HULT; RINGLE; SARSTEDT, 2014).

The Tenenhaus GoF index (TENENHAUS; AMATO; VINZI, 2004) was 0.495. This index takes into account both the measurement and the performance of the structural model. It is the index used to validate the PLS model globally[9] (TENENHAUS; VINZI; CHATELIN; LAURO, 2005), being considered a good fit if > = 0.36.

The Sympson's paradox rate was 0.923, considered acceptable if > = 0.7 and ideal if = 1.000. This rate indicates the probability that marginal variables explain the result to be the same as the conditional variables do when the relationships are not properly guided by the previously defined knowledge. The resulting rate with value = 1,000 means that the paradox disappears when the statistical analysis is properly oriented (BLYTH, 1972).

The RSCR (R-squared contribution ratio) was 0.982. It measures the extent to which the model is free of negative determination coefficients (PEARL, 2009). RSCR is acceptable if > = 0.9; The SSR (Statistical Suppression Ratio) index was 1.000, being acceptable if > = 0.7. It measures the proportion in which the model is free of causality problems. This means that the model is plausible and can only be explained in the sense in which hypotheses have been proposed (MACKINON; KRULL; LOCKWOOD, 2000).

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[9] Hair et al. (2014) argue that Tenenhaus GoF index does not represent a goodness of fit criterion for PLS-SEM. Unlike fit measures in covariance base (CB-SEM), this index is not able to separate valid models from invalid ones in PLS-SEM. However, Henseler and Sarstedt (2012) show that the GoF may be useful for a PLS multi-group analysis (PLS-MGA) when researchers compare the PLS-SEM results of different data groups for the same PLS path model. The author is grateful for the clarifications of Dr. Ned Kock (Texas A & M International University, Laredo, TX) in relation to the use of the GoF index and other adjustment indexes using the Warp PLS - personal communication by e-mail (January, 2017).

The NLBCDR (Nonlinear Bivariate Causality Direction Ratio) was 0.962 and is acceptable when > = 0.7. This index verifies if the association of non-linear bivariate coefficients support the hypothetical directions of the model links (KOCK, 2013).

Considering the indexes presented in this section, the hypothetical model generated for the study has the necessary parameters of adequacy, fit and quality to continue with the analysis of the paths and hypotheses of the model.

4.5 STRUCTURAL MODEL RESULTS AND HYPOTHESIS ANALYSIS

The results of the PLS-SEM analysis are presented in Figure 4. The arrows represent the direction of the relation, the beta coefficients (β) compare the relative effect (weight) of each independent variable on the dependent variable and the P value indicates the significance level of this effect.

Figure 4 - Beta coefficients, effect size and P value
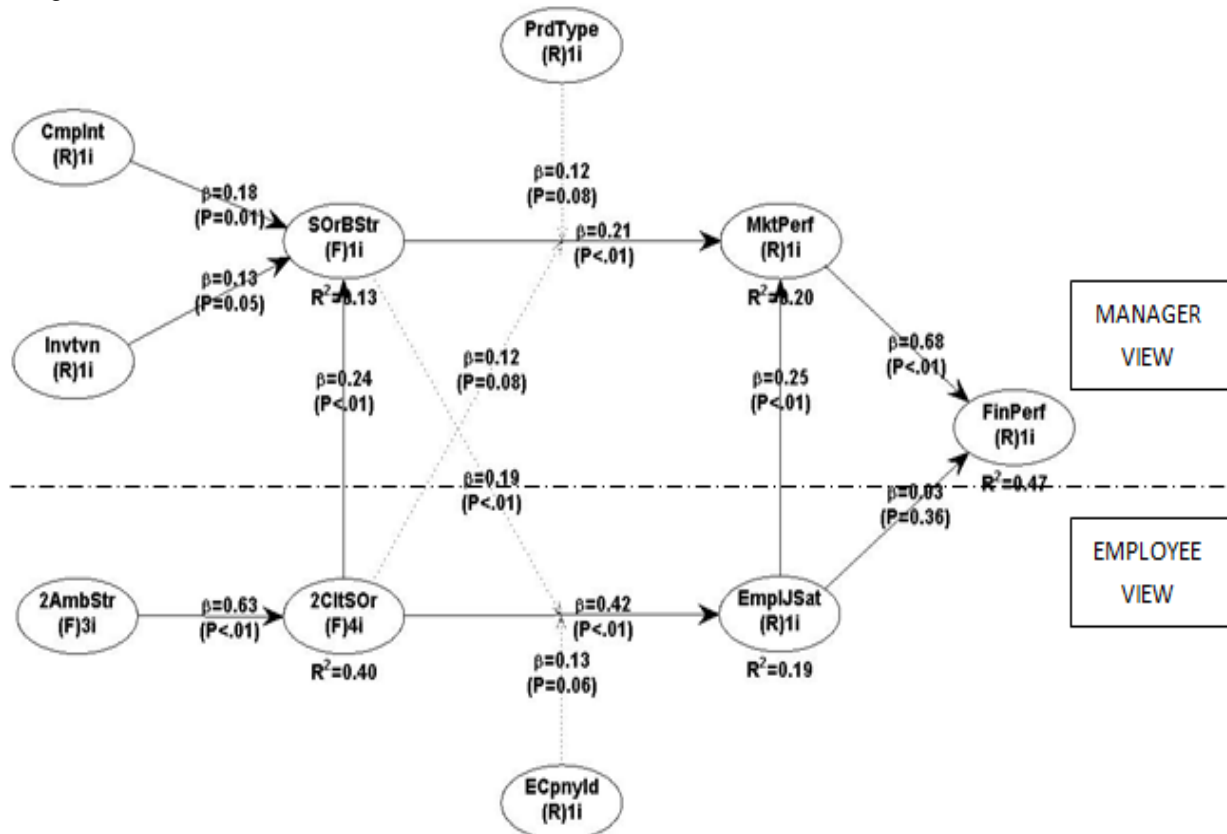
Source: the author

The perception of competitive intensity in the local market (CompInt) was measured by the Jaworski and Kohli adapted scale (1993). The mean value measured

in the managers' responses with respect to this variable (table 22) was 3.74 and with high divergence of opinion (1.18), which means low homogeneity in the respondents' perception of the competitive intensity in their markets. On the other hand, it could be verified that this construct has a positive and statistically significant relationship (β = 0.18, P = 0.01) with the service orientation strategy of the companies (SOrBStr). For this reason, the **H1** hypothesis was accepted. Therefore, it can be stated that the competitive intensity in the local market positively influences the service orientation of the business strategy in the retail context.

The perceived innovativeness of local competition (Invtvn) was measured by Hombourg, Hoyer and Fassnacht (2002) scale. The mean value measured in managers' responses to this variable (table 22) was 2.51 and with high divergence of opinions (1.09), which means low homogeneity in the respondents' perception of innovation in their markets. On the other hand, it could be verified that this construct has a positive and statistically significant relationship (β = 0.13, P = 0.05) with the service orientation strategy of the companies (SOrBStr). For this reason, the **H2** hypothesis was accepted. Therefore, it can be said that innovation in the market place positively influences the service orientation of the business strategy in the retail context.

The service orientation as business strategy (SOrBStr) was measured by scale of Hombourg, Hoyer and Fassnacht (2002). The mean value measured in the managers' responses to this variable (table 22) was 2.49 and with an intermediate deviation of opinions (0.81), which means a certain homogeneity in respondents' perception of service orientation of their companies. The perception of business market performance (MktPer) was measured by the adapted scale of Moorman and Rust (1999). The mean value measured in the managers' responses to this variable (table 22) was 3.81 and with an intermediate deviation of opinions (0.91), which means a certain homogeneity in the respondents' perception of the market performance of their companies. Thus, it could be verified that the service orientation strategy of the companies has a positive and statistically significant relationship (β = 0.21, P <0.01) with the market performance. For this reason, hypothesis **H3** was accepted. Therefore, it can be argued that the service orientation of the business strategy positively influences the market performance in the retail context.

The perception of financial performance of the business (FinPer) was measured by the scale of Naman and Slevin (1993). The mean value measured in the managers

'responses to this variable (table 22) was 3,20 and with a high divergence of opinions (1.07), which means low homogeneity in the respondents' perception of the financial performance of their Companies. On the other hand, it was possible to verify that the perception of market performance of the companies has a positive and statistically significant relation (β = 0.68, P <0.01) with the financial performance of the companies. For this reason, the **H4** hypothesis was accepted. Therefore, it can be said that the market performance positively influences the financial performance in the retail context.

The product type (PrdType) is a dichotomy variable, where retailers reselling products with utility characteristics were classified as type "0" and retailers reselling products with hedonic characteristics were classified as type "1". It was verified that this variable positively affects (β = 0,12) the relationship between the service orientation of the business strategy (SOrBStr) and the market performance (MktPerf), but this relation is not statistically significant (P = 0.08). For this reason, hypothesis **H5** was rejected. Therefore, it can be said that the product type positively influences, but not significantly, the relationship between the service orientation of the business strategy and the market performance in the retail context.

The perception of the store's environment characteristics (2AmbStr) was measured by using the Baker et al., scale, (2002). It is a second-order construct, composed by store ambience EnvStAm, design and layout (EnvStDs) and sociability (EnvStSc) indicators. The mean value measured in the responses of the employees with respect to this variable (table 22) was high (4.19) and with an intermediate deviation of opinions (0.98), which means a certain homogeneity in the respondents' perception of the environment of the stores where they work. Thus, it can be verified that this construct has a positive and statistically significant relationship (β = 0.63, P <0.01) with the cultural factors of the companies' service orientation. For this reason, hypothesis **H6** was accepted. Therefore, it can be stated that the store aspects have a positive relationship with the service orientation as organizational and culture climate in the retail context.

The perception of a service-oriented organizational culture (2CltSOr) was measured by Robinson and Williamson scale (2014). This is a second order construct, consisting of customer orientation indicators (CltSCOr), service-oriented technology (CltSTcn), managerial leadership (CltSLea) and training for the service (CltSTrn). The mean value measured in the employees' responses to this variable (table 22) was 3.97

and with an intermediate deviation of opinions (1.00), which means homogeneity in the respondents' perception about the service orientation as organizational culture and climate. The perception of employees' job satisfaction (EmplJSat) was measured by the Hackman and Oldham scale (1975). The mean value measured in the responses of the employees to this variable (table 22) was 4.34 and with an intermediate deviation of opinions (0.97), in the respondents' perception of job satisfaction. Thus, it was possible observed that the stores' characteristics have a positive and statistically significant relationship (β = 0.42, P <0.01) with employee job satisfaction. For this reason, hypothesis **H7** was accepted. Therefore, one can affirm that the service orientation as organizational climate and culture positively influences the employee's job satisfaction in the retail context.

On the other hand, hypothesis **H8** was rejected, since employee job satisfaction positively influences financial performance (β = 0.03), but this relationship is not statistically significant (P = 0.36). Therefore, it can be said that the employee's job satisfaction positively influences, but not significantly the financial performance.

The **H9** hypothesis was accepted, since employee job satisfaction influences market performance in the retail context (β = 0.25, P <0.01).

The perception of employee's company identification (ECpnyId) was measured by the Mael and Ashforth scale (1992). The mean value measured in the responses of the employees to this variable (table 22) was 4.32 and with an intermediate deviation of opinions (0.89), which means a certain homogeneity in the respondents' perception of the identification with the companies where they work. It can be verified that this intermediate variable positively influences (β = 0.13) the relation between service orientation as organizational culture and climate (2CltSOr) and employee job satisfaction (EmplJSat), but this relationship is not statistically significant (P = 0.06). For this reason, hypothesis **H10** was rejected. Therefore, it can be argued that the employee company identification positively influences, but not statistically significantly, the relationship between the service orientation as organizational climate and culture and the employee's job satisfaction in the retail context.

The hypothesis **H11** was accepted, once the service orientation as organizational climate and culture is positively related with the service orientation as a business strategy in the retail context (β = 0,24, P <0,01).

Also, the hypothesis **H12** was rejected, once the service orientation as organizational climate and culture positively influences, but not statistically significantly

the relationship between the service orientation of the business strategy and the market performance (β = 0,12, P = 0,08).

Finally, the hypothesis **H13** was accepted, once the service orientation of the business strategy influences significantly and positively the relationship between the service orientation climate and culture and the employee's job satisfaction (β = 0.18, P <0.01).

The next table 23 resumes the overall result of the 13 hypothesis tested in this study.

Table 23 - Hypothesis results

H1: The competitive intensity in the local market positively influences the service orientation of the business strategy in the retail context	**Accepted**
H2: The innovativeness in the market place positively influences the service orientation of the business strategy in the retail context	**Accepted**
H3: The service orientation as business strategy influence positively the market performance in the retail context	**Accepted**
H4: The market performance positively influences the financial performance in the retail context.	**Accepted**
H5: The product type moderates the relationship between the service orientation as business strategy and the market performance in the retail context	Rejected
H6: The store environment is positively related with the service orientation as organizational climate and culture in the retail context.	**Accepted**
H7: The service orientation as organizational climate and culture positively influences the employee's job satisfaction in the retail context	**Accepted**
H8: The employee's job satisfaction positively influences the financial performance in the retail context	Rejected
H9: The employee's job satisfaction positively influences the market performance in the retail context	**Accepted**
H10: The employee company identification moderates the relationship between the service orientation as organizational climate and culture and the employee's job satisfaction in the retail context	Rejected
H11: The service orientation as organizational climate and culture is positively related with the service orientation as business strategy in the retail	**Accepted**
H12: The service orientation as organizational climate and culture moderates the relationship between the service orientation as business strategy and the market performance in the retail context	Rejected
H13: The service orientation as business strategy moderates the relationship between the service orientation as organizational climate and culture and the employee's job satisfaction in the retail context	**Accepted**

Source: the author

In relation to the effects, Warp PLS calculates these effects for variables linked by one or more paths in the following manner: "the path coefficients associated with the effects, the number of paths that make up the effects, the P values associated with effects the standard errors associated with the effects, and effect sizes associated with the effects" (KOCK, 2013, p. 50). Effect sizes can be small (0.02), medium (0.15), or large (0.35). Effect size coefficients below 0.02 are considered too small for relevancy (KOCK, 2013). The effects among the constructs in the model show the relevance of the framework used in this research, as presented in the Table 24.

Table 24 - Indirect and direct effects and P values

	SOrBStr	CmpInt	Invtvn	MktPerf	2AmbStr	2CltSOr	EmplJSa	PrdType	ECpnyId
SOrBStr	-	0.18**	0.13***	-	0.15**	0.24**	-	-	-
MktPerf	0.21**	0.04^{ex}	0.03^{ex}	-	0.10^{ex}	0.16***	0.25*	0.12^{ex}	0.03^{ex}
FinPerf	0.14**	0.03^{ex}	0.02^{ex}	0.68*	0.08^{ex}	0.12***	0.20**	0.08^{ex}	0.03^{ex}
2CltSOr	-	-	-	-	0.63*	-	-	-	-
EmplJSa	-	-	-	-	0.26*	0.42*	-	-	0.13^{ns}

Source: the author.
P values for total effects: *<0.01; **0.01; ***0.05; ex: exogenous construct; ns: nonsignificant

The variance explained (R^2) on employee job satisfaction (EmplJSat) was 0.19, on market performance (MktPerf) was 0.20 and on financial performance (FinPerf) was 0.47. These results suggest that both perspectives of the service-orientated organizational (as business strategy and as a culture and climate) have a positive impact on business performance and on employee job satisfaction.

5 DISCUSSION AND CONCLUSIONS

This chapter presents and discusses the results previously described and matching them with the objectives proposed for the study. The results are also compared with previous studies, highlighting the theoretical contributions, management implications and limitations of the present research that may guide future studies.

This study sought to investigate two distinct perspectives of service orientation and their impacts on employees company identification and company performance. The first perspective, focused on the idea that service orientation demanding a business strategy stance, where the provision of customer conveniences happens as a response to the competitive and innovative environment in the arena of consumer preference disputes (HOMBOURG; HOYER; FASSNACHT, 2002). The second perspective, conceives service orientation as a trait of organizational culture, where customer focus, front-line employees training, technology for services and managerial support in service delivery should be prioritized (ROBINSON; WILLIAMSON, 2014).

Four specific objectives were established in. First, to analyze if the environmental variables are perceived as influencing the service orientation in the retail companies. As demonstrated, hypothesis H1 and H2 support to idea that competitive intensity and the innovativeness in the local market have influence on the service orientation as a business strategy. Also, the hypothesis H6 supports that the store environment is positively related with the service orientation perceptions as organizational culture and climate. Furthermore, the hypothesis H3 supports that service orientation positively influences the market performance and H4 supports that market performance positively influences the financial results. In other words, firms operating in turbulence environments tend to offer more convenience to the customers. Also, the cultural aspects of the companies' service orientated lead to provide a better store ambience to improve the service encounter as an effort to generate a positive perception with customers and front-line employees.

The second goal was to analyze if the product type influences the relationship between service orientation as business strategy and performance in retail companies. The hypothesis H5 was analyzed and the results suggest low statistical significance to support that the product type is a moderator of service orientation as business strategy and market performance relationship. In other words, the hedonic and utilitarian

aspects of the products, as dummy variable studied in the present research, can't explain the market results of decisions regarding convenience offered for customers in a service-oriented company.

The third goal was, to analyze if the perception of employees' company identification influences the relationship between service orientation as climate and organizational culture and satisfaction with work. The hypothesis H10 was analyzed and the results suggest low statistical significance to support that the employee's identification with the company is a moderator of service orientation and job satisfaction. In other words, the sense of belonging or the agreement of an employee with the company's service culture does not explain his satisfaction with the work performed. In contrast, the hypothesis H7 support that service orientation as organizational climate and culture positively influences employee job satisfaction. In other words, the cultural aspects of the companies' service-orientated leads to provide a better atmosphere to employees perform their work and achieve their personal goals. Despite the employee job satisfaction having demonstrated low statistical significance as influence factor of company's financial performance (H8) in contrast, hypothesis H9 support that employees job satisfaction positively influences the company's market performance.

Finally, the fourth goal was to analyze the interrelationships between the two facets of organizational service orientation (as a business strategy and as climate and culture). Hypothesis H11 support that the service orientation as organizational climate and culture influences directly and positively the service orientation as business strategy. In other words, the cultural aspects of the companies' service-orientated leads to reinforce the offering of convenience to the customers. Hypothesis H12 was analyzed and the results suggest low statistical significance to support the idea that the service orientation as climate and culture is a moderator of service orientation as business strategy and market performance relationship. In the other hand, the hypothesis H13 support that the service orientation of the business strategy is a moderator of the service orientation as climate and culture and employees job satisfaction relationship. In other words, the convenience aspects offered to the customers by companies' service orientated lead to reinforce the service encounter and improve employees' job satisfaction and market results.

It is particularly important to highlight that this study has demonstrated the presence of this relationships based on dyadic data, obtained with managers and front

line employees from the Brazilian retailing context. This approach rules out the possibility on a common method bias and brings to the study different perspectives in relation to the service-orientated organizations.

5.1 THEORETICAL CONTRIBUTIONS

The analytical framework considered in this study helps to view the service orientation, in organizational terms, in a broader context and to further understand its dynamic. This research extends research in services marketing by applying the managerial concept of service orientation, as business strategy, and by capturing the employee's perception of service orientation as organizational culture and climate aspects. In this sense, this research takes one step further to identify a cross influence from both perspectives. Also, since Vargo and Lusch (2004) argue that service can provide better results for companies competing in retail environment, once products are substitutable, and services are difficult to imitate, this study explains how retailers can develop the organizational service orientation concept that influences outcomes.

The empirical results of the study suggest that the aspects of service orientation as business strategy exert a positive and statistically significant influence on the relationship between service orientation as organizational culture and climate aspects and employee job satisfaction ($\beta = 0.19$, $P < 0.01$). This result support that the service orientation in the retail environment should be considered as a phenomenon that integrates, on one hand, business strategy actions that aim at comfort and convenience for consumers; and on the other, an organizational culture that creates an atmosphere of proactivity that is able to stimulate the "Esprit de Corps" (JAWORSKI; KOHLI, 1993) and satisfaction with the work performed by the frontline team of the company and empathy and readiness with the clients. As the two factors simultaneously analyzed, different from the view provided by past research, this opens up opportunities to further examine different natures of organizational service orientation.

Another finding in the present research indicates that the variable referring to the store environment is positively related with the cultural and climate aspects of service orientation ($\beta = 0.63$, $P < 0.01$). This conclusion reinforces the propositions of Bitner (1992) and Baker et al. (2002) about the ambience and store design and layout as relevant factors of the employees' sociability in service encounters situations.

Furthermore, the store environment characteristics can be associated with customers' orientation, one of dimensions of organizational service orientation as climate and culture. In this sense, firms in which the service orientation is perceived in the organizational culture must to focus in the store environment aspects to achieve better outcomes.

Furthermore, the two external variables in the competitive environment (competitiveness, β = 0.18, P = 0.01; and innovativeness, β = 0.13, P = .05) increase the supply effort, represented here by retailers' service orientation of business strategy, to delivery customer conveniences for better market outcomes and financial results. In the empirical study of Homburg, Hoyer and Fassnacht (2002), only innovativeness in the local market aspect proved to be significant. This may be caused by the differences in the samples, as this study contemplates a sample of different retailer segments, while the work by Homburg, Hoyer and Fassnacht. (2002) was directed only at the clothing and furniture retail.

Corroborating previous studies (HOMBURG; HOYER; FASSNACHT, 2002), marketing (β = 0.21, P < 0.01) and financial (β = 0.68, P < 0.01) performance are positively influenced by the variety of conveniences offered by retailers, measured with the service orientation as a business strategy, and by the organizational culture to service.

Considering the product type, previous studies on service orientation have investigated various contexts of physical products and pure services, but without seeking to understand their impacts in the service orientation itself (LYTLE; HOM; MOKWA, 1998; HOMBURG; HOYER; FASSNACHT, 2002; LYTLE; TIMMERMAN, 2006; BEATESON; GUDERGAN; LINGS, 2008; ROBINSON; WILLIAMSON, 2014). Although the assumption that different types of physical products lead to different service orientation strategies and performance seems reasonable, this hypothesis was not statistically significant for the present study (β = 0.12, P = 0.08). The reason for this seems to lie in the perception that turbulence in the external environment is a stronger vector of customer convenience than the product type itself.

Although the idea that the identification of employees with the company in which they work influences the relationship between aspects of the organizational culture for service orientation and employee satisfaction seems reasonable, this hypothesis was not of acceptable statistical significance in this study (B = 0.13, P = 0.06). The reason for this seems to be on the scale used to evaluate employee job satisfaction, composed

by only three items. It should be noted that the researcher kept the original indicators of this scale, even though it was verified that one of them could have been removed.

This study acknowledges that these results are not final conclusions on the subject but provide interesting suggestions for further research directions. Finally, the survey conducted in this study contributes to the understanding of organizational service orientation in the Brazilian retail context

5.2 MANAGERIAL IMPLICATIONS

Service orientation, as organizational climate and culture and business strategy, has challenges for its implementation. The concept of service orientation is associated with better financial and non-financial results for companies. This study provides an expanded view of the aspects involved in the practice of implementing actions for retail organizations that are looking to improve their services. The dimensions analyzed in this research give to managers the opportunity to consider the importance of focusing on decisions that will be oriented toward services as business strategy and as organizational culture.

Considering the service orientation as a business strategy perspective, the study brings up again the idea that an organization that operates in competitive and innovative environments will have better results if it seeks the development of actions that allow the perception of convenience and comfort for the customers.

With reference to the perspective of service orientation as an organizational culture and climate, this study reveals the importance of aspects of the store environment as vectors of such a culture, not only for the relationship with the client, but also for relevance on employee job satisfaction. The evidences presented in this study demonstrated the existing interaction between both perspectives. This interaction might be taken into account in managerial decisions relative with strategy of service orientation. Also, managers trying to create a more service-oriented climate is to take a hard look at their own leadership style. They should strive to implement a servant leadership approach where they demonstrate a willingness to give of themselves. It is not enough to simply give directives in team meetings, they must spend time on the frontlines with their employees and model very the behaviors they are trying to encourage. Retail managers should implement practices and policies that clearly indicate how customers are to be treated in service encounters. Basic aspects

of service quality, such as courtesy, should be translated into specific service standards that provide guidelines to service employees on such behaviors as how to greet customers when they enter a store.

These findings are particularly relevant in the context of the brick and mortar Brazilian retail, since the sample of the present study, although not statistically representative of the population, is composed by retailers with different characteristics, different competitive contexts and distributed in 3 of the five macro regions of the Brazilian territory.

5.3 LIMITATIONS AND FURTHER RESEARCH

The present study has limitations that provide opportunities for further research. Despite the efforts made in this research to capture perceptions of service orientation with two levels of respondents in the stores surveyed, future studies may consider, beyond these two groups, the perception of other populations, such as clients and business partners. This approach can help to understand the effects of organizational service orientation with external publics of the companies.

The sample in this empirical study covers a limited number of retailers in Brazil. Although the number of respondents for the survey was sufficient for the analysis, a greater sample size may lead to compare the results from this study. This could be useful, as one of the obvious research directions would be to further examine the reasons why the results of the empirical section differed from suggestions of prior literature.

Also the interaction and the relationships between the proposed dimensions of organizational service orientation open up various possibilities to examine the interdependencies and dynamics of the phenomenon. For example, the reciprocal relationship between service orientation as business strategy aligned with culture and climate aspects has received little attention in the previous literature. Once the positive relationship between two perspectives of organizational service orientation is known, future studies should consider analyzing this concept in its broader view, including in e-commerce scenarios.

Finally, the classification of the product type, as conducted in the present study, did not show statistically significant results. It is worth remembering that the classification conducted here was based only on hedonic and utilitarian aspects in

dichotomous perspective. Future studies can consider a classification from the perspective of the client, being evaluated perceptions in a scale with prediction of greater variability of responses.

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APPENDIX 1 - Invitation letter sent by Federation Trades

Caso não esteja visualizando corretamente esta mensagem, acesse este link

Prezado (a) lojista,

A oferta de serviços impulsiona a relação com clientes e melhora a competitividade em tempos desafiadores para as empresas de varejo.

Neste sentido, a Fecomércio SC está dando suporte a uma pesquisa com esta temática e conta com a participação dos empresários catarinenses. As respostas ajudarão a compreender os gargalos da atividade varejista na oferta de serviços ao consumidor.

PARTICIPE: Clique aqui para iniciar a pesquisa.

As identidades dos respondentes e da empresa serão mantidas em sigilo. Os resultados da pesquisa serão divulgados oportunamente nos canais de comunicação da Federação.

Obrigada pela atenção,

Equipe Fecomércio SC

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Assessoria de Imprensa (48) 3229 1061
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Marketing (48) 3229 1047

Descadastre-se caso não queira receber mais e-mails

APPENDIX 2 - Questionnaires (manager and employee)

Prezado (a) gestor (a),
O presente questionário aborda serviços no ambiente de varejo. Sua participação é muito importante para a pesquisa e para isto basta dedicar cerca de 10 minutos para responder este questionário. As identidades dos respondentes e da empresa serão mantidas em sigilo, as respostas serão analisadas em conjunto com as respostas de pessoas de outras empresas e os resultados do estudo terão caráter informativo sem fins lucrativos.
Este estudo conta com o apoio do Ministério da Educação. Dúvidas podem ser encaminhadas pelo e-mail: sandro.deretti@pucpr.edu.br
Muito obrigado!
Sandro Deretti

Q1 Qual é o setor varejista da empresa onde você atua (por exemplo: materiais de construção, moda e vestuário, joalheria, supermercado, móveis, etc)?

Q2 Indique qual é a melhor descrição do tipo de loja onde você atua.

○ Loja especializada	○ Loja de fábrica	○ Loja de departamentos	○ Supermercado ou hipermercado
○ Outro. Descreva a forma de atuação da empresa, caso as opções anteriores não representem esta informação?			

Q3 Indique o número de funcionários da empresa onde você atua (considere também as filiais, se houver).

○ Nenhum	○ Entre 1 e 9	○ Entre 10 e 19	○ Entre 20 e 49	○ Entre 50 e 99	○ Entre 100 e 499	○ Acima de 500

Q4 Indique a abrangência de atuação da empresa onde você trabalha.

○ Local	○ Reginal	○ Nacional	○ Internacional

Q5 Insira o número de lojas que a sua empresa possui, de acordo com as opções abaixo:

____Loja de rua	____Loja de shopping center	____Loja de centro ou galeria comercial	____Outros modelos de loja (quiosques, tendas, etc.)

Q6 Indique há quanto tempo você atua nesta empresa?

○ Menos de 2 anos	○ Entre 2 e 5 anos	○ Entre 6 e 10 anos	○ Entre 11 e 15 anos	○ Entre 16 e 20 anos	○ Acima de 20 anos

Q7 Indique há quanto tempo você ocupa o atual cargo nesta empresa.

○ Menos de 2 anos	○ Entre 2 e 5 anos	○ Entre 6 e 10 anos	○ Entre 11 e 15 anos	○ Entre 16 e 20 anos	○ Acima de 20 anos

Q8 Indique onde você atua na empresa.

❍ Sou da equipe de gestão (diretor, superintendente, gerente, supervisor, etc.).
❍ Outro. Descreva o cargo que você ocupa na empresa.
_____

Q9 Indique o quão ativamente sua empresa enfatiza aos clientes cada um dos serviços listados abaixo, considerando a escala entre 1 (Nada ativamente) e 5 (Muito ativamente). Tenha em mente que não há respostas certas ou erradas. Se a sua empresa não oferece o serviço indique "Não oferecido" (0).

	Não oferecido (0)	Nada ativamente (1)	Pouco ativamente (2)	Nem muito, nem pouco ativamente (3)	Ativamente (4)	Muito ativamente (5)
Informação aconselhamento para uso e manutenção de mercadorias	❍	❍	❍	❍	❍	❍
Visita/aconselhamento na casa do cliente	❍	❍	❍	❍	❍	❍
Convites para eventos especiais	❍	❍	❍	❍	❍	❍
Garantia estendida / garantia na mercadoria	❍	❍	❍	❍	❍	❍
Política de devolução de mercadoria	❍	❍	❍	❍	❍	❍
Reparação de mercadoria	❍	❍	❍	❍	❍	❍
Modificação / alteração de mercadoria	❍	❍	❍	❍	❍	❍
Entrega de mercadoria na casa do cliente	❍	❍	❍	❍	❍	❍
Instalação / montagem de mercadoria	❍	❍	❍	❍	❍	❍
Retirada de mercadoria na casa do cliente para repar/manutenção	❍	❍	❍	❍	❍	❍
Pedidos de compra por telefone	❍	❍	❍	❍	❍	❍
Pedidos de compra pela internet	❍	❍	❍	❍	❍	❍
Disponibilidade de crédito pela loja	❍	❍	❍	❍	❍	❍
Espaço ou cuidadores para crianças	❍	❍	❍	❍	❍	❍
Reserva de mercadoria	❍	❍	❍	❍	❍	❍
Disponibilidade de gift card (cartões de presente)	❍	❍	❍	❍	❍	❍

Q10 Indique o seu grau de concordância em relação às seguintes frases que descrevem a competitividade e a inovação no mercado onde a empresa atua, considerando a escala entre 1 (Discordo totalmente) e 5 (Concordo totalmente).

	Discordo totalmente (1)	Discordo em boa parte (2)	Nem concordo, nem discordo (3)	Concordo em boa parte (4)	Concordo totalmente (5)
A concorrência em nosso mercado local é acirrada	❍	❍	❍	❍	❍
Há muitas "guerras promocionais" no nosso mercado local	❍	❍	❍	❍	❍
Qualquer coisa que um concorrente ofereça, outros podem imitar facilmente	❍	❍	❍	❍	❍
A concorrência de preços é uma característica marcante no nosso mercado local	❍	❍	❍	❍	❍
Percebo um novo movimento competitivo quase todos os dias	❍	❍	❍	❍	❍
Nossos concorrentes são relativamente fracos	❍	❍	❍	❍	❍
Em geral, nossos concorrentes **adotam uma série** de novas ideias de comercialização ou de serviços, comparativamente a outras áreas do país.	❍	❍	❍	❍	❍
Em geral, nossos concorrentes adotam novas ideias de comercialização ou de serviços **de forma mais rápida**, comparativamente a outras áreas do país	❍	❍	❍	❍	❍
Em geral, nossos concorrentes consistentemente adotam novas ideias de comercialização ou de serviços **ao longo do tempo**, comparativamente a outras áreas do país.	❍	❍	❍	❍	❍

Q12 Qual é a porcentagem média de faturamento da empresa com a venda de serviços e de produtos, considerando os últimos 3 anos? (Obs.: arraste o cursor para indicar o valor percentual de cada item. A soma dos dois itens não deve ultrapassar 100).

_____ Serviços
_____ Produtos

Q13 Considerando os objetivos declarados por sua empresa, assinale o quão satisfatórios estão os indicadores de desempenho de mercado no período dos últimos três anos (indique entre 1 = "Totalmente insatisfatório" e 5 = "Totalmente satisfatório").

	Totalmente insatisfatório (1)	Insatisfatório em boa parte (2)	Nem satisfatório, nem insatisfatório (3)	Satisfatório em boa parte (4)	Totalmente satisfatório (5)
Satisfação do cliente	❍	❍	❍	❍	❍
Lealdade do cliente	❍	❍	❍	❍	❍
Atração de novos clientes	❍	❍	❍	❍	❍
Crescimento no mercado	❍	❍	❍	❍	❍
Participação de mercado	❍	❍	❍	❍	❍
Construção de imagem positiva da loja	❍	❍	❍	❍	❍

Q14 Considerando os objetivos declarados por sua empresa, assinale o quão satisfatórios estão os indicadores de desempenho financeiro no período dos últimos três anos (indique entre 1 = "Totalmente insatisfatório" e 5 = "Totalmente satisfatório").

	Totalmente insatisfatório (1)	Insatisfatório em boa parte (2)	Nem satisfatório, nem insatisfatório (3)	Satisfatório em boa parte (4)	Totalmente satisfatório (5)
Fluxo de caixa	❍	❍	❍	❍	❍
Retorno sobre o capital próprio	❍	❍	❍	❍	❍
Margem de lucro bruto	❍	❍	❍	❍	❍
Lucro líquido das operações	❍	❍	❍	❍	❍
Lucro sobre vendas	❍	❍	❍	❍	❍
Retorno do investimento	❍	❍	❍	❍	❍
Capacidade de financiar o crescimento do negócio com os lucros	❍	❍	❍	❍	❍

Q15 Qual é o nome fantasia da sua empresa? (Esta informação será mantida em sigilo)

Q16 Qual é a cidade e o estado onde você trabalha.

Q17 Insira seu e-mail de contato no campo abaixo. (Esta informação é facultativa e será mantida em sigilo)

Q18 Qual é o seu nome? (Esta informação é facultativa e será mantida em sigilo)

Prezado (a) funcionário (a),

O presente questionário aborda serviços e ambiente de trabalho no varejo. Sua participação é muito importante para a pesquisa e para isto basta dedicar cerca de 10 minutos para responder este questionário. As respostas serão analisadas em conjunto com as respostas de pessoas de outras empresas e os resultados do estudo terão caráter informativo sem fins lucrativos.

Este estudo conta com o apoio do Ministério da Educação. Dúvidas podem ser encaminhadas pelo e-

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mail: sandro.deretti@pucpr.edu.br

Muito obrigado!

Sandro Deretti

Q6 Indique há quanto tempo você atua nesta empresa?

○ Menos de 2 anos	○ Entre 2 e 5 anos	○ Entre 6 e 10 anos	○ Entre 11 e 15 anos	○ Entre 16 e 20 anos	○ Acima de 20 anos

Q7 Indique há quanto tempo você ocupa o atual cargo nesta empresa.

○ Menos de 2 anos	○ Entre 2 e 5 anos	○ Entre 6 e 10 anos	○ Entre 11 e 15 anos	○ Entre 16 e 20 anos	○ Acima de 20 anos

Q8 Indique onde você atua na empresa.

○ Sou da equipe de vendas ou atendimento ao cliente (vendedor, auxiliar de vendas, assistência técnica.).
○ Outro. Descreva o cargo que você ocupa na empresa.
_____

Q27 Indique seu grau de concordância em relação às seguintes frases que se referem às características da loja onde você trabalha, considerando entre 1 = "discordo totalmente" e 5 = "concordo totalmente".

	Discordo totalmente (1)	Discordo em boa parte (2)	Nem concordo, nem discordo (3)	Concordo em boa parte (4)	Concordo totalmente (5)
Esta loja tem cores agradáveis.	○	○	○	○	○
Esta loja tem iluminação atraente.	○	○	○	○	○
A sinalização dentro desta loja é de fácil compreensão.	○	○	○	○	○
A sinalização desta loja é muito útil.	○	○	○	○	○
Esta loja tem um bom arranjo físico.	○	○	○	○	○
Esta loja é bem organizada.	○	○	○	○	○
Esta loja tem um ambiente agradável.	○	○	○	○	○
Esta loja é muito espaçosa.	○	○	○	○	○
O ambiente desta loja foi bem planejado.	○	○	○	○	○
O tráfego de pessoas nesta loja é intenso.	○	○	○	○	○
Esta loja tem funcionários que conhecem suas atividades.	○	○	○	○	○

	Discordo totalmente (1)	Discordo em boa parte (2)	Nem concordo, nem discordo (3)	Concordo em boa parte (4)	Concordo totalmente (5)
Esta loja tem uma equipe cortês.	❍	❍	❍	❍	❍
Esta loja tem funcionários amigáveis.	❍	❍	❍	❍	❍

Q28 Como você se sente em relação à sua identificação com esta empresa (indique entre 1 = "discordo totalmente" e 5 = "concordo totalmente")?

	Discordo totalmente (1)	Discordo em boa parte (2)	Nem concordo, nem discordo (3)	Concordo em boa parte (4)	Concordo totalmente (5)
Quando alguém critica esta empresa, sinto como se fosse um insulto pessoal.	❍	❍	❍	❍	❍
Sou muito curioso em relação ao que os outros pensam sobre esta empresa.	❍	❍	❍	❍	❍
Quando eu falo sobre esta empresa, eu costumo dizer "nós" em vez de "eles".	❍	❍	❍	❍	❍
O sucesso desta empresa é o meu sucesso.	❍	❍	❍	❍	❍
Quando alguém elogia esta empresa, sinto como se fosse um elogio pessoal.	❍	❍	❍	❍	❍
Se uma história na mídia criticasse esta empresa, eu me sentiria envergonhado.	❍	❍	❍	❍	❍

Q29 Qual é a sua percepção geral em relação a esta empresa (indique entre 1 = "discordo totalmente" e 5 = "concordo totalmente")?

	Discordo totalmente (1)	Discordo em boa parte (2)	Nem concordo, nem discordo (3)	Concordo em boa parte (4)	Concordo totalmente (5)
Empregados desta empresa "vão mais longe" pelos clientes.	❍	❍	❍	❍	❍
Somos visivelmente mais amigáveis e cordiais do que nossos concorrentes.	❍	❍	❍	❍	❍
Os funcionários fazem o possível para reduzir os inconvenientes para os clientes.	❍	❍	❍	❍	❍
Nós melhoramos as nossas capacidades de serviços com o uso de tecnologia de ponta.	❍	❍	❍	❍	❍
Usamos a tecnologia para	❍	❍	❍	❍	❍

	1	2	3	4	5
construir e desenvolver níveis mais elevados de qualidade de serviço.					
Nós usamos altos níveis de tecnologia para apoiar os esforços do pessoal de vendas.	○	○	○	○	○
Nós vamos além dos limites para evitar problemas para nossos clientes.	○	○	○	○	○
Nós vamos além dos limites para eliminar ou prevenir problemas para nossos clientes em vez de reagir aos problemas quando eles ocorrem.	○	○	○	○	○
Nós ouvimos ativamente nossos clientes.	○	○	○	○	○
Gerentes dedicam tempo regularmente na negociação com clientes e funcionários de vendas.	○	○	○	○	○
Gerentes mostram que se preocupam constantemente com o serviço dando o melhor de si mesmos.	○	○	○	○	○
Gerentes fornecem recursos e não apenas falam "da boca pra fora" para melhorar a capacidade dos funcionários fornecerem um excelente serviço.	○	○	○	○	○
Gerentes dão sugestões pessoais e lideram a criação de um serviço de qualidade.	○	○	○	○	○
Cada funcionário recebe treinamento para suas habilidades pessoais, o que aumenta sua capacidade de oferecer um serviço de alta qualidade.	○	○	○	○	○
Nós dedicamos muito tempo e esforço em atividades de treinamento que nos ajudam a fornecer melhores níveis de serviço aos clientes	○	○	○	○	○
Nos treinamentos buscamos exercitar as melhores atitudes com os clientes.	○	○	○	○	○

Q30 Indique qual é a sua satisfação com o trabalho nesta empresa, considerando entre 1 = "discordo totalmente" e 5 = "concordo totalmente").

	Discordo totalmente (1)	Discordo em boa parte (2)	Nem concordo, nem discordo (3)	Concordo em boa parte (4)	Concordo totalmente (5)
De maneira geral, eu estou muito satisfeito com este trabalho.	❍	❍	❍	❍	❍
Geralmente eu estou satisfeito com o tipo de trabalho que faço nesta empresa.	❍	❍	❍	❍	❍
Eu frequentemente penso em abandonar este emprego.	❍	❍	❍	❍	❍

Q31 Indique o seu grau de concordância em relação às afirmações sobre o atendimento que você dá aos clientes desta empresa, considerando entre 1 = "discordo totalmente" e 5 = "concordo totalmente").

	Discordo totalmente (1)	Discordo em boa parte (2)	Nem concordo, nem discordo (3)	Concordo em boa parte (4)	Concordo totalmente (5)
Eu faço perguntas dirigidas para determinar as necessidades específicas dos meus clientes	❍	❍	❍	❍	❍
Nos diálogos de vendas eu envolvo ativamente os meus clientes para determinar suas necessidades específicas.	❍	❍	❍	❍	❍
Eu foco os benefícios de nossos produtos e serviços que são de particular relevância para os meus clientes (por exemplo: redução de custos, facilidade de uso, segurança, etc.).	❍	❍	❍	❍	❍
Eu adapto o meu discurso de vendas aos interesses dos meus clientes	❍	❍	❍	❍	❍
Ao apresentar nossos produtos e serviços, eu respondo individualmente às exigências dos nossos clientes	❍	❍	❍	❍	❍
Eu converso de forma detalhada com os meus clientes sobre suas objeções.	❍	❍	❍	❍	❍
Eu estabeleço uma relação pessoal com os meus clientes.	❍	❍	❍	❍	❍
Nos diálogos de vendas eu	❍	❍	❍	❍	❍

mostro grande interesse na situação pessoal dos meus clientes.					
Muitas vezes falo com meus clientes sobre questões particulares.	○	○	○	○	○
Muitas vezes eu aponto as coisas que tenho em comum com os meus clientes (por exemplo: interesses comuns, experiências e atitudes).	○	○	○	○	○
Eu fico satisfeito quando faço meus clientes felizes.	○	○	○	○	○
Eu realmente gosto de servir aos clientes.	○	○	○	○	○
Eu mantenho os melhores interesses dos clientes em mente.	○	○	○	○	○
Eu recebo os clientes para falar sobre suas necessidades.	○	○	○	○	○
Eu gosto de responder rapidamente aos pedidos dos meus clientes.	○	○	○	○	○

Q32 Indique a sua percepção geral quanto às características da decisão de compra dos clientes da empresa, considerando entre 1 = "discordo totalmente" e 5 = "concordo totalmente".

	Discordo totalmente (1)	Discordo em boa parte (2)	Nem concordo, nem discordo (3)	Concordo em boa parte (4)	Concordo totalmente (5)
A maioria dos nossos clientes considera rotineira a decisão de compra dos nossos produtos	○	○	○	○	○
A maioria dos nossos clientes se envolve pouco com os produtos que vendemos	○	○	○	○	○
A maioria dos nossos clientes tem pouco tempo para decidir pela compra dos nossos produtos	○	○	○	○	○
A maioria dos nossos clientes não se dedica muito para buscar informações sobre nossos produtos	○	○	○	○	○

Q15 Qual é o nome fantasia da sua empresa? (Esta informação será mantida em sigilo)

Q16 Qual é a cidade e o estado onde você trabalha.

Q17 Insira seu e-mail de contato no campo abaixo. (Esta informação é facultativa e será mantida em

sigilo)

Q18 Qual é o seu nome? (Esta informação é facultativa e será mantida em sigilo)

APPENDIX 3 - Items correlation matrix

* Combined loadings and cross-loadings *

Item	Factor	CompInt	Invtvn	MktPerf	FinPerf	EnvStAmb	EnvStDs	EnvStSc	CltSCOr	CltSTcn	CltSLea	CltSTrmm	ECpnyld	EmplUSa	Type	SE	P value
g10.1	CompInt	0.82	0.03	0.00	-0.02	-0.36	0.35	-0.06	0.10	-0.07	-0.17	0.15	-0.01	0.06	Reflect	0.069	<0.001
g10.2		0.82	-0.06	0.12	-0.06	0.06	0.09	0.00	-0.05	-0.15	-0.01	0.02	-0.07	-0.05	Reflect	0.069	<0.001
g10.3		0.59	0.00	-0.26	0.14	0.16	-0.16	0.08	-0.04	0.13	0.07	-0.16	-0.04	0.12	Reflect	0.073	<0.001
g10.4		0.83	-0.04	0.03	-0.06	-0.08	-0.07	0.06	-0.07	0.03	0.06	0.10	0.17	-0.08	Reflect	0.069	<0.001
g10.5		0.74	0.07	0.04	0.04	0.30	-0.28	-0.06	0.05	0.10	0.08	-0.18	-0.07	-0.03	Reflect	0.071	<0.001
g10.7	Invtvn	-0.02	0.88	0.01	-0.01	0.15	-0.12	-0.08	-0.06	-0.07	0.10	0.10	0.01	-0.04	Reflect	0.068	<0.001
g10.8		-0.03	0.89	0.03	-0.01	-0.24	0.18	0.06	-0.01	0.08	-0.05	-0.10	-0.03	0.08	Reflect	0.068	<0.001
g10.9		0.06	0.83	-0.03	0.03	0.09	-0.07	0.02	0.08	-0.01	-0.05	0.01	0.02	-0.05	Reflect	0.069	<0.001
g13.1	MktPerf	-0.11	0.04	0.71	-0.10	-0.05	0.11	-0.11	0.01	-0.13	0.03	0.11	0.06	0.02	Reflect	0.071	<0.001
g13.2		-0.14	-0.02	0.69	-0.07	-0.02	0.02	0.13	-0.26	-0.09	0.09	0.13	0.06	0.04	Reflect	0.071	<0.001
g13.3		0.18	0.04	0.76	-0.19	0.05	-0.04	0.00	0.12	-0.06	0.00	-0.07	0.01	-0.08	Reflect	0.07	<0.001
g13.4		0.01	0.03	0.82	0.16	-0.08	0.02	0.04	-0.05	0.17	0.06	-0.10	-0.08	-0.05	Reflect	0.069	<0.001
g13.5		0.02	-0.04	0.82	0.14	-0.13	0.02	0.04	0.03	0.17	-0.01	-0.13	-0.01	0.02	Reflect	0.069	<0.001
g13.6		0.01	-0.05	0.78	0.04	0.23	-0.11	-0.10	0.13	-0.11	-0.16	0.09	-0.03	0.06	Reflect	0.07	<0.001
g14.1	FinPerf	0.00	-0.05	0.08	0.81	-0.05	0.01	0.18	-0.06	0.02	-0.02	-0.06	-0.10	0.03	Reflect	0.069	<0.001
g14.2		0.06	-0.06	0.00	0.90	0.11	-0.04	-0.05	0.10	-0.06	0.01	-0.11	-0.06	-0.12	Reflect	0.068	<0.001
g14.3		-0.01	0.02	-0.09	0.86	-0.04	0.02	0.01	0.02	0.04	-0.11	0.13	0.04	0.05	Reflect	0.069	<0.001
g14.4		-0.07	0.10	-0.05	0.91	-0.08	0.05	0.03	-0.08	-0.04	-0.03	0.15	0.07	0.01	Reflect	0.068	<0.001
g14.5		0.01	0.04	0.02	0.88	-0.10	0.12	0.00	-0.03	-0.02	0.10	0.02	0.07	0.02	Reflect	0.068	<0.001
g14.6		0.04	-0.09	0.06	0.87	0.04	-0.13	-0.07	0.01	0.04	0.09	-0.10	0.09	-0.03	Reflect	0.068	<0.001
g14.7		-0.04	0.04	-0.01	0.86	0.12	-0.03	-0.08	0.04	0.02	-0.04	-0.05	-0.13	0.05	Reflect	0.069	<0.001
f27.1	EnvStAmb	0.01	0.10	0.14	-0.11	0.77	-0.04	-0.18	0.14	-0.14	-0.06	0.06	-0.18	0.14	Reflect	0.07	<0.001
f27.2		0.07	-0.09	-0.18	0.17	0.80	-0.10	-0.07	0.09	-0.16	-0.02	0.12	0.01	0.09	Reflect	0.07	<0.001
f27.3		0.00	0.03	0.02	0.01	0.86	0.12	0.13	-0.07	-0.02	-0.02	-0.01	0.11	-0.06	Reflect	0.069	<0.001
f27.4		-0.07	-0.03	0.02	-0.06	0.86	0.00	0.10	-0.14	0.29	0.10	-0.15	0.04	-0.15	Reflect	0.069	<0.001
f27.5	EnvStDsg	-0.01	-0.03	-0.06	0.01	0.06	0.84	-0.05	-0.07	0.07	0.04	0.02	0.02	-0.04	Reflect	0.069	<0.001
f27.6		-0.01	-0.02	0.15	-0.02	0.23	0.70	0.40	-0.03	0.17	0.26	-0.23	-0.08	-0.17	Reflect	0.071	<0.001
f27.7		0.04	-0.04	0.05	-0.07	0.23	0.83	0.12	-0.09	-0.11	-0.03	0.00	0.06	0.14	Reflect	0.069	<0.001
f27.8		0.07	0.00	-0.17	0.00	-0.38	0.74	-0.27	0.11	-0.10	-0.08	0.14	0.04	0.02	Reflect	0.07	<0.001
f27.9		-0.09	0.09	0.03	0.07	-0.13	0.83	-0.18	0.09	-0.02	-0.16	0.06	-0.05	0.03	Reflect	0.069	<0.001
f27.11	EnvStScl	0.05	0.06	-0.03	0.09	-0.08	-0.03	0.85	0.05	0.12	-0.03	-0.10	-0.07	-0.04	Reflect	0.069	<0.001
f27.12		-0.06	0.02	0.11	-0.16	-0.06	0.10	0.85	-0.07	-0.06	0.05	0.16	0.01	0.09	Reflect	0.069	<0.001
f27.13		0.01	-0.08	-0.08	0.06	0.13	-0.06	0.90	0.02	-0.06	-0.02	-0.06	0.05	-0.05	Reflect	0.068	<0.001

		CompInt	Invtvn	MktPerf	FinPerf	EnvStAmb	EnvStDs	EnvStSc	CltSCOr	CltSTcn	CltSLea	CltSTrnm	ECpnyId	EmplUSa	Type	SE	P value
f29.1	CltSCOr	-0.05	-0.08	-0.03	0.03	-0.29	0.10	0.14	**0.68**	0.00	-0.22	0.44	0.06	0.10	Reflect	0.071	<0.001
f29.2		0.09	-0.13	0.16	-0.09	-0.34	0.25	0.05	**0.72**	0.12	-0.01	-0.12	-0.10	0.17	Reflect	0.071	<0.001
f29.3		0.02	-0.08	0.18	-0.13	0.17	-0.11	0.16	**0.84**	-0.02	0.04	-0.08	-0.18	-0.13	Reflect	0.069	<0.001
f29.7		0.00	0.02	-0.17	0.13	0.02	-0.02	-0.04	**0.80**	0.19	-0.11	-0.21	0.03	0.02	Reflect	0.07	<0.001
f29.8		-0.05	0.13	-0.07	0.04	0.20	-0.09	-0.22	**0.80**	-0.03	0.06	0.07	0.03	-0.11	Reflect	0.07	<0.001
f29.9		-0.02	0.14	-0.07	0.02	0.18	-0.09	-0.09	**0.69**	-0.28	0.23	-0.05	0.19	-0.01	Reflect	0.071	<0.001
f29.4	CltSTcn	0.06	-0.09	-0.01	-0.05	-0.09	0.03	0.07	0.06	**0.90**	0.04	-0.11	-0.03	-0.09	Reflect	0.068	<0.001
f29.5		-0.10	0.04	-0.01	0.01	0.11	-0.07	0.05	-0.01	**0.92**	-0.06	-0.04	0.03	-0.04	Reflect	0.068	<0.001
f29.6		0.03	0.05	0.02	0.05	-0.03	0.04	-0.12	-0.05	**0.88**	0.02	0.16	0.01	0.13	Reflect	0.068	<0.001
f29.10	CltSLead	0.12	-0.03	0.01	0.01	-0.02	0.07	-0.07	0.16	-0.21	**0.87**	0.01	0.01	-0.10	Reflect	0.068	<0.001
f29.11		-0.01	0.08	-0.07	0.02	0.05	-0.07	0.03	0.06	0.00	**0.92**	-0.01	0.03	0.02	Reflect	0.068	<0.001
f29.12		0.01	-0.04	0.01	0.01	-0.10	0.03	0.01	-0.07	0.07	**0.86**	0.13	-0.09	0.05	Reflect	0.069	<0.001
f29.13		-0.13	-0.01	0.05	-0.03	0.07	-0.02	0.04	-0.14	0.14	**0.86**	-0.13	0.05	0.03	Reflect	0.069	<0.001
f29.14	CltSTrnm	0.01	-0.07	-0.02	-0.12	-0.12	0.12	0.01	0.05	0.05	0.06	**0.88**	-0.08	0.03	Reflect	0.068	<0.001
f29.15		-0.01	-0.03	0.07	0.02	0.12	-0.17	0.04	-0.01	0.03	0.02	**0.92**	-0.06	0.02	Reflect	0.068	<0.001
f29.16		0.00	0.10	-0.05	0.10	-0.01	0.05	-0.05	-0.03	-0.08	-0.08	**0.91**	0.13	-0.04	Reflect	0.068	<0.001
f28.1	ECmpnyId	0.00	-0.10	0.03	-0.06	-0.05	0.02	-0.19	0.10	-0.09	0.00	0.01	**0.73**	-0.03	Reflect	0.071	<0.001
f28.2		0.04	0.13	0.03	-0.06	0.02	-0.08	-0.11	0.23	-0.11	-0.08	0.04	**0.72**	0.20	Reflect	0.071	<0.001
f28.3		-0.06	0.09	-0.20	0.14	0.07	-0.02	0.22	-0.13	0.08	-0.07	0.08	**0.77**	0.03	Reflect	0.07	<0.001
f28.4		0.02	-0.03	-0.03	0.00	0.02	0.07	0.04	-0.29	0.04	0.13	0.00	**0.75**	0.05	Reflect	0.07	<0.001
f28.5		0.01	-0.08	0.18	-0.03	-0.06	0.01	0.03	0.09	0.08	0.02	-0.14	**0.77**	-0.24	Reflect	0.07	<0.001
f30.1	EmplJSat	0.05	-0.07	-0.01	-0.05	-0.03	-0.03	-0.12	-0.01	0.08	0.06	0.07	0.00	**0.90**	Reflect	0.068	<0.001
f30.2		-0.10	0.03	0.22	-0.08	0.05	-0.01	0.09	-0.07	-0.02	-0.12	-0.02	0.12	**0.82**	Reflect	0.069	<0.001
f30.3		0.07	0.09	-0.36	0.23	-0.03	0.08	0.07	0.13	-0.11	0.11	-0.10	-0.20	**0.47**	Reflect	0.075	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.