

Does the Leadership Mediate the Relationship between Customer Orientation and Financial Performance? Case Study on Sudanese Banks

Osama Mohamed Ahmed Enad¹, Tagreed Awad Abdel Halim²

¹PHD, Department of Business Administration, College of Sciences and Arts, Jouf University, KSA, Faculty of Business Administration, Omdurman Islamic University, Sudan

²PHD, Department of Business Administration, Taiba University, KSA, Faculty of Business Administration, Omdurman Islamic University, Sudan

Abstract: *This study aims to investigate the relationship between customer orientation and financial performance; the mediating effects of leadership, the data have been collected from 65 employees and manager of Sudanese banks. Questionnaire was used to collect the data; overall response rate was 76%. Many statistic tools have been utilized, reliability test, exploratory factor analysis, correlation analysis and hierarchical regression to the goodness of measures and interrelationships. The results showed that customer orientation significantly influenced the financial performance, also leadership significantly influenced the customer orientation, alongside the significantly association between the customer orientation and leadership.*

Keywords: customer orientation, financial performance, leadership

1. Introduction

Customer orientation plays a vital role in the company's effectiveness and has various benefits for firms and organization. Customer orientation is a fundamental approach in insuring firm's survival or growth, and firm may achieve competitive advantage in markets with a positive influence on existing and future customers and so several companies freshly allocate more attention and resources in order to study the marketplace and customers orientation. New consumer behavior has emerged because of the global economic crisis Consumers have become more economical, responsible and demanding (Flatters and Willmott, 2009). Therefore, to enhance their business performance, firms have become more customer-oriented, as investment in customer orientation is considered to offer the best value proposition in a very competitive environment. (Sanja Pekovic and Sylvie Rolland, 2015) Customer orientation refers to the extent to which a firm understands its target customers in order to create superior value for them According to CVT, a firm with a high level of customer orientation can create superior customer value and thus can achieve competitive advantage and superior performance. In fact, the relationship between customer orientation and firm performance has been established in many studies. (Zhaofang Chu, Qiang Wang and Augustine A. Lado2016). Customer orientation can be defined as "the set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers, and employees, in order to develop a long-term profitable enterprise" (Ursula Grisseemann, Andreas Plank, Alexandra Brunner-Sperdin, 2012). concentrated on the previous research, we define customer orientation as a set of behaviors indicating a high concern for customer interests and needs and ensuring long-term customer satisfaction.

While this basic definition is widely acknowledged, there are differing views regarding the conceptualization of the

construct (Christian Homburg & Michael Müller & Martin Klarmann, 2011). Customer orientation is the most important factor among the three behavioral components of market orientation (customer orientation, competitor orientation, and inter-functional coordination) Scholars in the marketing field generally suggest that firms must recognize and satisfy customer wants and needs more effectively than their competitors do in order to achieve sustained success Customer focus helps firms identify customer needs and wants (Kibbeling et al. , 2013)and it can help resolve one of the main conflicts for IJVs – differences between partners on marketing policies (Chansoo Park, Chang Hoon Oh, Azilah Kasim, 2017). Customer orientation (CO) is an important personality trait that enables employees to carry out their tasks in the workplace. As a psychological resource, CO leads to desirable job outcomes because it helps shape employees' perceptions of and attitudes towards their jobs. Specifically, customer-oriented employees are able to deal with customer requests and problems promptly, treat customers with politeness and kindness and maintain a consistent level of emotionality during their interactions with customers (Babakus et al. , 2009).

Customer-oriented employees are likely to be satisfied with their jobs and have lower turnover intentions because they have high resources of self-control strength (Xue Wu and An-Jin Shie and David Gordon, 2017). Developing common market policies based on knowledge gained through customer orientation can help bridge potential conflicts between local and foreign partners. Thus, market orientation, particularly its emphasis on customer orientation, is vital to IJV success (Julian and O'Cass, 2002). Customer orientation refers to the firm's emphasis on knowing and satisfying customer needs as the main priority of the organization. Deshpandé et al. (1993, p.27)defined customer orientation as "the set of beliefs that puts the customer's interest first, while not excluding those of all other stakeholders such as owners, managers, and employees, in order to develop a

long-term profitable enterprise. ” Creating superior customer value requires a commitment from the organization toward on-going information gathering in order to determine customer needs (Slater and Narver, 1995). This is generally seen as the first step toward innovation (Chansoo Park, Chang Hoon Oh, Azilah Kasim, 2017). After reviewing relevant literature; the study found two research gaps. First, there are few researches showing a direct negative relationship between CO and financial performance, beside the direct relationship between CO and leadership, our study also concentrate on the direct relationship with the financial performance, beside little is known about how the leadership mediates the relationship between the CO and financial performance.

2. Literature Review and Conceptual Framework

Customer orientation

To achieve market success and sustain a competitive advantage, businesses need to place customer orientation at the heart of the firm’s competitiveness and improve and extend the skills and knowledge of their employees (Kohli, Shervani, & Challagalla, 1998). Consequently, customer orientation and learning orientation are among the most valuable resources required to compete successfully in the global marketplace (Kayhan Tajeddini, 2011). Michael Porter (1985, p. xiv) stated that, “Competitive advantage grows fundamentally out of the value a firm is able to create for customers. ” Companies create superior customer value by providing ongoing solutions to customers’ articulated needs as well as their latent and future needs (Christopher P. Blocker & Daniel J. Flint & Matthew B. Myers & Stanley F. Slater, 2011). As a dimension of market orientation, customer orientation emphasizes the importance of determining and addressing the preferences of buyers, generally to the exclusion of other concerns. Researchers have recommended examining each of the dimensions of market orientation separately because the nature and outcomes of each dimension may be unique. Given our attention towards the resources that support strong linkages with customers, we argue that it is necessary to examine customer orientation as a distinctive firm-level resource in our model. (Adam Rapp, Kevin J. Trainor, Raj Agnihotri, 2009). Customer orientation entails the application of marketing concept by the sales professional sat the customer level and is understood as a set of behaviors that helps customers to make purchase decisions that best satisfy their needs. . Thus, customer orientation involves self-interest transcendence and mutually beneficial behaviors, in which spirituality plays a role (Vaibhav Chawla, Sridhar Guda, 2017). As a managerial and executive level concept, customer orientation is closely related to other similar constructs such as customer driven or market oriented that emphasize the importance of generating insights about customer needs and translating that understanding into organizational behavior. These concepts are rooted in the foundational purpose of marketing as the fulfillment of customer needs (Simon Brach, Gianfranco Walsh, Thorsten Hennig-Thurau and Markus Groth, 2015). Customer orientation can be assessed at two levels, that of the organization and that of the customer-facing employee. At an individual level, CO refers to an individual’s tendency or

predisposition to meet customer needs in an on-the-job context. Three studies in two different service industries reveal that CO has a positive influence on employee satisfaction in a service context; and employees working in any service environment can be expected to be more satisfied the more customer-oriented they are themselves. (Susan Whelan, Gary Davies, Margaret Walsh and, Rita Bourke, 2010).

The CO implementation literature suggests two such motivations: the need to comply with the normative mandate of the firm and the self-driven recognition of CO as an important job value (Zablah *et al.* , 2012). These two motivations can be differentiated in line with self-determination theory (SDT), a macro theory of motivation that explains how employees identify with values and behaviors that are endorsed by their firm. (Dennis Herhausen, 1 Luigi M. De Luca² and Michael Weibel, 2018). The sales orientation and customer orientation (SOCO) concept was presented early in the literature as the application of the marketing concept at the level of the individual salesperson; customer orientation determines the degree to which the salesperson is willing to help customers satisfy their needs and make better purchase decisions by offering products that satisfy those needs, adapting the sales presentation to match customer’s interests and avoiding manipulative tactics and high pressure selling.

A second and complementary dimension of the SOCO construct is sales orientation; it describes salesperson’s short-term, opportunistic behavior, oriented at achieving his own goals through customer manipulation, high-pressure selling or even stretching the truth when talking about his products. Since its inception, research on SOCO has focused on three areas. The first area concerns how to measure SOCO; scholars proposed and used long forms as well as short forms of the SOCO measuring scale, in both business-to-business (Claudio Pousa and Anne Mathieu, 2013). Researchers cite mentor-style leadership and coworker support as crucial strategies for promoting a culture that focuses on customer relationships and customer service. (Nwamaka A. Anaza, Edward L. Nowlin, Gavin Jiayun Wu, 2016). CO determines an employee’s commitment to understanding and meeting customer expectations and enjoying this (EminBabakus, UgurYavas, Osman M. Karatepe, 2017) CO was measured with a six-item scale adapted from Stock and Hoyer (2005). This measure reflects the employee’s desire to be in contact with customers and the understanding of the importance of CO for both the employee’s and the company’s performance. In relation to enhanced employee effectiveness and customer relationships, the importance of employee work engagement has received considerable recent attention

Leadership

Leadership is the core of the managerial process; its importance is due to its effective role in all sides of managerial process in order to make it more effective to achieve its goals. Leadership is the most important aspects of social interaction, it is based on the fact that leader is the person who influences others and works to satisfy their need in order to accomplish the intended objectives. (Tareq Hashem and Wedad Abdel Azeez Al- Aqrabawi, 2015)

Leadership plays a crucial role in transforming organizational culture. As regards branding, this role is frequently characterized as the brand champion. The process begins with the CEO who has overall responsibility for setting the strategic vision, which is the foundation on which the brand identity should be built (de Chernatony & Segal Horn, 2001). The role of the CEO and the senior management team is to ensure the consistent delivery of the brand identity by both the DMO's staff and the network of stakeholder organizations that deliver the brand. (Graham Hankinson, 2012) Leadership became a changing and developing factor for workers and their performance, as a science that has its own philosophy, basics, approaches and ways, therefore, organization success in performing its functions and tasks is based on leadership in order to accomplish its objective as a result to employees satisfaction and their attraction to their leader decisions which will be positively reflected on performance, in case of satisfaction and negatively in case of non satisfaction (Tareq Hashem and Wedad Abdel Azeez Al- Aqrabawi, 2015)

Several authors have discussed a broad variety of notions of leadership at different collective levels (group or organization), including collective leadership distributed and shared leadership cascading leadership, the organization's capacity for leadership institutional leadership (Pasternack et al. , 2001), organic leadership (Avery, 2006), complex leadership and intelligent leadership (Syda'nmaanlakka, 2003). In light of this, the measurement framework of organizational leadership consists of two behavioral dimensions (main behavioral principles) of an organization – organizational orientation and organizational adaptation. These dimensions reflect three behavioral domains: the cognitive, social and sensor domains of organizational leadership (KurmetKivipõld and Maaja Vadi, 2013) the leaders who emphasize on vision are more successful (Çinar&Kaban, 2012). Management mostly aims on top leaders who can motivate and help their employee to engage in their work with care and dedication and thus support the vision of employee engagement (Kantabutra & Avery, 2011). Visionary leadership is considered as a type of transformational leadership, it has the ability to quickly achieve the task to meet the company standards.

A remarkable leader is always expected to engage employees to their work strongly, so the employee would feel motivated, emotionally attached, committed to future and understand the future vision by contribution of courageous leaders (Kantabutra & Avery, 2011). Different researches concluded that "vision" leaders have a great role to move the needle of profit towards success (Breevaart et al. , 2014). Visionary leaders get their ability from many different sources; strong vision and motivated employees are two of the main sources to obtain power (Kantabutra& Avery, 2011) (Sadia Cheema, Asia Akram and Farheen Javed, 2015) One of the most significant determinants of job satisfaction was organizational leadership style. While different leadership styles encourage different employee behaviors, democratic leadership style may be the most advantageous in enhancing employee job satisfaction in the service industry (Michael Baptiste, LEADERSHIP STYLES, 2017) Leadership, as a component of TQM system, refers to the top management of the organization,

namely to the top management involvement, to how it understands and relates to the continuous improvement processes within the organization. Leadership is the ability, the art and the process of influencing others, to get them to work better, more efficiently to achieve the common goals of the organization (Ilieş and Crişan, 2011). Also, leadership refers to the way top management understands the importance of quality and gets involved in delivering the quality message to the entire organization. (Liviullieş, Horaşiu Cătălin Sălăgean and IoanaBeleiu, 2017)

Financial performance

The financial performance of any organization plays an important role in maintaining the company's survival and growth. (Chandrika Prasad Das and Rabindra Kumar Swain, 2017) No doubt, performance of financial institutions is a major concern for regulators and policy makers, due to its strong linkage with performance of the economy (Gupta et al. , 2008). Better bank performance leads to better resource allocation. On the other hand, low performance of banks can extend well beyond the fiscal cost to tax payers resulting in a situation which can impair the solvency of a country's entire banking (Padmasai Arora, 2012)

This financial performance is influenced by many factors which are to minimize the negative influence and maximize the positive influence on firm's performance. Popularly, profitability is the major indicator of financial performance. This profitability is measured by many parameters, i. e. Return on Asset, Return on Capital Employed, Net profit margin etc. The objective of the organization is no more earning profits but to increase the value of the shareholders which in turn increases the market price of the share of the company. Now a day's investor's perception towards a company performance is good if, it has good market value. So market value is also an important indicator of financial performance of a company. Hence, the financial experts, research scholars and students have been giving more emphasis on the financial analysis to examine the financial position and financial performance (Chandrika Prasad Das and Rabindra Kumar Swain, 2017) Researchers have different matrix for financial performance, profit, stock price, Tobins q, return on assets return on investment, abnormal earnings and cash flows. (Sunil Gupta and Valarie Zithaml, 2017) Prior studies have investigated various factors influencing NPD performance. Over the last decades, the role of customer orientation in NPD has attracted more and more attention from both the industrial circle and academia (Hillebrand et al. , 2011). There is a lack of consensus on the relationship between customer orientation and NPD performance (Fan Yang and Huiying Zhang, 2018) One of the measures of firm performance which is supposed to be affected by advertising spending is sales revenues. In the study of Palda (1965), the lagged effects of advertising on current and future sales are found positive by constructing Koyck's distributed lag models. (MerveAcar and HüseyinTemiz, 2017) The focus (of performance measurement) should not solely be based on traditional measures of productivity or financial performance such as Transactions per Full-Time Equivalent Employee (TFTE), Return on Assets (ROA), or Return on Equity (ROE) (Frei and Harker, 1996). (Padmasai Arora, 2012)

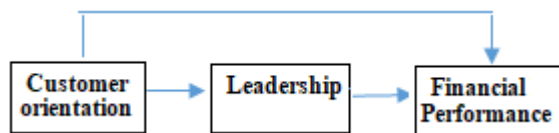


Figure 1: The research conceptual framework

3. Methodology

Hypotheses

Several hypotheses were developed in this study:

H1: There is a positive relationship between Customer orientation and Financial Performance

H2: There is a positive relationship between Customer orientation and Leadership

H3: There is a positive relationship between Perceived usefulness and Export performance

H4: Leadership mediates the relationship between Customer orientation and Financial Performance

Administrative of the field works

Khartoum bank and Al Tadamoun Islamic Bank have provided information relating to research. The University cover letter attached to the first part of the questionnaire explains the objectives of the research and ensured the confidentiality of the information. A total of 65 copies of questionnaire were sent to the Target respondents. In an expectation of low expected response rate, telephone calls and recommendation from some employees were used to give confidence participation among the target respondents. The questionnaire consisted of two sections. The first section gathered the demographic profile such as gender, age, level of study, and marital status, whereas the second section was about the main focus of this study and gathered respondents regarding the four main variables namely, Customer orientation and Financial Performance and Leadership. The data collected was keyed-in the Statistical Package for Social sciences (SPSS) version 17.0. Both descriptive and inferential statistics were reported. Bivariate correlation and linear multiple regression were used to test the hypothesized model.

Table 1: Questionnaires rate of return

Total questionnaires sent to the companies	75
Returned questionnaire (not filled-up)	4
Completed questionnaires from the respondent	57
Returned questionnaires (partially answered)	10
Questionnaires not returned	4
Overall response rate	76%
Useable response rate	76%

Source: prepared by researcher, (2018).

Demographics

Concerning on the respondents characteristics who fill up questionnaires, the table 1 shows that ; respondents ages (less than 30 years) was account (40.0%) as a highest ratio whereas the respondents ages (between 30 - 40 years) were (24.6), and those whom between (40 – 50 years) have recorded (24.6%) and lastly the respondents ages above 50 year recorded (10.5.8%). Also to Concentrating on the respondents gender, most of them were males (70.2) and the other hand female reported (female 26.3) Regarding to the Education, the table shows that, Secondary 1.8, Bachelor

77.2 and postgraduate 19.3. Also the table reflect Work's experience, less than 5 years were accounted (36.8) (5 - 10) have account (24.6) beside (10 less than 15) were accounted (12.3) and (15 and more) wrer (22.8) Regarding to the number of employees in the banks, the table shows that firms (less than 10 employees) were accounted (35.1%). And the firms (less than 25 employees) have accounted (21.1) followed by firms (26-50 employees) have accounted (6.3%) and lastly, the firms (above than 50 employees) were account (17.5%).

Table 2: General Characteristics of the Respondents (N=57)

Variables	Categories	Frequency	Percent
Age	less than 30	23	40.4
	30 – 40	14	24.6
	40 – 50	14	24.6
	More than 50	6	10.5
Gender	Male	40	70.2
	Female	15	26.3
Education level	Secondary	1	1.8
	Bachelor	44	77.2
	postgraduate	11	19.3
Work's experience	Less than 5 years	21	36.8
	5 less than 10	14	24.6
	10 less than 15	7	12.3
	15 and more	13	22.8
Number of employees	Less than 10	20	35.1
	10 less than 25	12	21.1
	26 less than 50	03	5.3
	50 and above	10	17.5

Source: prepared by researcher, (2018)

Factor analysis on customer orientation

Exploratory factor analysis was conducted for the **customer orientation** construct, using principle component analysis with Varimax rotation. All items involved in the process and there were no items deleted. Before interpreting the factor loadings, appropriateness for running factor analysis was conducted using Kaiser-Meyer-Olkin (KM)) and Bartlett's test of sphericity. A higher score for KMO (>.50) with significant Bartlett's test of sphericity indicates that the data is suitable for conducting factor analysis. The KMO for this construct was.702 which is higher than the required point, while the Bartlett's test of sphericity was significant at.05 level. All items loaded into a single construct with a total variance explained of 54.165%. Factor loadings were higher than.60, ranging from.713 to.789. The highest loading belongs to the 2 item (We take corrective action when we discover that customers are dissatisfied with us) with.789 whereas the lowest item is we meet periodically with our clients in orders to know the services they need in the future with.713.

Table 4: Rotated factor for customer orientation

Items No:	Component
Programs adequacy.	
Co.2 We periodically review our services to ensure they match what our customers want	0.724
Co.1 IWe take corrective action when we discover that customers are dissatisfied with us	0.789
Co.4 We meet periodically with our clients in order to know the services they need in the future	0.713
Co.3 Our staff periodically meet for joint planning in response to changes that occur	0.716
Total variance explained	54.165
Kaiser-meyer-olkin (KMO)	702

Bartlett's test of Sphericity	41.879
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Variable loaded significantly on factor with coefficient of at least 0.05, * no items deleted due to high cross loading.

Factor analysis on leadership similar procedure was conducted on the leadership before going further interpretation, a suitability of running factor analysis was conducted and found very suitable. 6 items were included in the process and all of them loading into a single component. The total variance explained by these items was 67.771 % with is above the recommended cut-point. The factor loadings ranged from .270 to .890. The higher loading was found to belong to item L1 (senior management regularly reviews quality results) with .890. The second item (L2) obtained the lowest loading of .270.

Table 5: Rotated factor for leadership

Items No:	Component
Perceived usefulness	
L 6 The senior management determines the overall objectives of the quality (deleted)	0.27
L 4 Senior management provides adequate resources (finance, personnel and time) to improve quality	0.742
L 3 Senior management develops a vision focused on improving quality	0.748
L 1 Senior management regularly reviews quality results	0.89
L 5 Senior management strongly encourages staff to participate in addressing production problems	0.672
L 2 Senior management works to obtain employee confidence	0.794
Total variance explained	.67771
Kaiser-meyer-olkin (KMO)	0.791
Bartlett's test of Sphericity	111.133

Variable loaded significantly on factor with coefficient of at least 0.05, * items deleted due to high cross loading.

Factor analysis on financial performance

The last construct conducted for the factor analysis was financial performance. This construct consisted of 6 items and all of them loaded, as expected, into a single component. The factor loadings were very high compared to other constructs and ranged from .808 to .912. The lowest loading (.808) obtained by the last item P6 (Our market experience has helped us achieve our strategic objectives, whereby the first item (P 1 we have improved our profits over the last five years) scored the highest factor loading (.855). The five items of financial performance accounted for 72.670 % of variance explained which is above the recommended values.

Factor analysis on financial performance

Table 6: Rotated factor for financial performance

Items No:	Component
financial performance	
P3 We have succeeded in increasing our sales over the last five years	0.847
P1 We have improved our profits over the last five years	0.912
P4 We have managed to increase our market share over the last five years	0.845
P6 Our market experience has helped us achieve our strategic objectives	0.808
P2 The company's knowledge of the markets helped it achieve its strategic objectives	0.855

P5 We have managed to achieve saturation in the last five years	0.844
Total variance explained	72.67
Kaiser-meyer-olkin (KMO)	0.916
Bartlett's test of Sphericity	227.484

Variable loaded significantly on factor with coefficient of at least 0.05, * items deleted due to high cross loading.

Reliability test To test the reliability of the study Cronbach's Alpha was used to measure the internal consistency of the variables; according to Cronbach's Alpha the variable must score 0.7 to be internal consistency (hair et al, 2010). The table below shows that all variables have Cronbach Alpha values of more than 0.7. which makes all variables accepted, internally consistent and the scale deemed reliable for further analysis.

Reliability Analysis

Table 7: Cronbachs alpha for study variables

Variables	Number of items	Cronbach's alpha
Customer orientation	4	.706
Leadership	6	.791
Financial performance	6	.923

Correlation of variables Table 8 below shows the result of the inter correlations among the variables. The tables indicated that the mean value for both variables is above average, indicating that they are positively and sufficiently correlated with each other. The table shows that Customer orientation is positively and significantly correlated with Leadership (r = .933, p-value <0.01). Customer orientation is positively and significantly correlated with Financial performance (r = .904, p- value <0.01) and Leadership is positively and significantly correlated with Leadership (r = .382, p- value <0.01); Therefore, both independents and the dependents variable of this study are sufficiently correlated and no multicollinearity detected.

Correlation analysis

Table 9: Person's Correlation coefficient for all variables

Variables	CO	LFP
Customer orientation	1.00	
Leadership	.933 **	1.00
Financial performance	.904 **	.382 ** 1.00

Hypothesis testing

The table 9 below shows the result from hierarchical regression between Customer orientation and financial performance. The table shows positive and significant relationship between the variables ($\beta = 0.544$; F change = .372), hence H1 (between programs adequacy and export performance) were accepted.

Multiple regressions: Customer orientation and financial performance

Table 10: (Beta coefficient)

Variable	Financial performance
Customer orientation	.544**
R ²	.007
Adjusted R ²	-.011
ΔR^2	.007
F change	.372**

Note: level of significant: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$.
The second hypothesis of the study indicated that there is a positive relationship between Customer orientation and leadership. The result shows (table 10) that the Customer orientation is a positive significantly influenced leadership ($\beta = .728$; F change = 123)

Table 11: (Multiple regressions: Customer orientation and leadership) (Beta coefficient)

Variable	leadership
Customer orientation	.728**
R ²	.002
Adjusted R ²	-.016
ΔR^2	.002
F change	123**

Note: level of significant: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$.

Also the study investigated that there is a positive relationship between leadership and financial performance. The result on below table (11) shows that leadership is a positive significantly influenced financial performance ($\beta = .003$; F change = 9.586)

Table 12: (Multiple regressions: leadership and financial performance) (Beta coefficient)

Variable	Financial performance
leadership	.003**
R ²	.148
Adjusted R ²	.133
ΔR^2	.148
F change	9.586**

Note: level of significant: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$.
To test the effect leadership as mediator of the Relationship between Customer orientation and Financial performance; this study was applied a three-step hierarchical regression recommended by Baron and Kenny (1986). Table (13) below shows the result of hierarchical regression testing the mediation effect of leadership on the Relationship between Customer orientation and financial performance. In model 1, the result showed that Customer orientation significantly influence Financial performance ($B = .728$) and leadership ($B = 0.612$) in model 2. As the result showed in table (10); that leadership partially mediate the Relationship between Customer orientation and Financial performance *hierarchical regression: mediating effect of Customer orientation and Financial performance*

Table 13: Beta coefficient

Variable	Model 1	Model 2
Customer orientation	.728**	.612**
R ²	.002	.007
Adjusted R ²	-.016	-.030
ΔR^2	.002	.005
F change	123***	.260

4. Findings and Discussion

The purpose of this study was to examine the relationship between customer orientation and financial performance, the results of this study show that customer orientation has positive relationship with financial performance; hypothesis one fully supported. This finding is consistent with the up to dated research done by Sergei Kazakov (2016) which

reported that market orientation determinant elements produce a positive effect on the business performance of the organization. This result also similar to previous studies by Claudio Pousa and Anne Mathieu (2013) which reflect that coaching helps increase employee's relationship behaviors like customer orientation, and reduce opportunistic behaviors like sales orientation; this is a first contribution. The result also consistent with the Results of earlier research showing that customer-orientated firms have superior performance (e. g. Jaworski and Kohli, 1993; Slater and Narver, 1994; Min et al. , (2007) also we find support for leadership and financial performance beside the support of customer orientation and leadership The result is consistent with the findings of previous research showing that customer-orientated firms have superior performance (e. g. Jaworski and Kohli, 1993; Slater and Narver, 1994; Min et al. , 2007. The finding also consist to Gerrard Macintosh (2007) which reflected that Customer orientation were positively related to interpersonal relationship quality, supporting. Beside the consisting of results that MO has a significant relationship with hospitality SMEs growth also empirically reinforces the general agreement in the literature that MO has a positive relationship with firm performance (AzilahKasim, YukselEkinici, LeventAltinac and Kashif Hussain (2018)

5. Conclusion

The overall purpose of this study was to examine how customer orientation influences financial performance. This study is an attempt to investigate the relationship between the customer orientation and financial performance. Also the study investigated the relationship between the customer orientation and leadership. Additionally the study examined the relationship between leadership and financial performance. Further, the mediating impact of leadership on the relationship between customer orientation and financial performance. The customer orientation is positively related with financial performance, and the same time connected with leadership positively. Additionally the leadership has a positive relation with financial performance. The findings provided empirical support for the theoretical framework, demonstrating the fact that the study had sufficiently addressed the research questions.

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