

, ,

An Empirical Study on the Relationship of Market Orientation, Mediators and
Business Performance in the International Logistics Service Industry

Abstract			1
1			1
1			1
2			3
3			4
2			5
1			5
2			8
3			15
3			20
1			20
2			21
3 가			22
4			30
4			35
1			35
2			37
3 가			42
4 가			48
5			49
1			49
2			51
.....			53
[]			58

[- 1]	16
[- 2]	17
[- 3]	가	19
[- 4]	30
[- 5]	31
[- 6]	32
[- 7]	33
[- 8]	34
[- 9]	35
[- 10]	36
[- 11]	37
[- 12]	39
[- 13]	40
[- 14]	41
[- 15]	42
[- 16]	43
[- 17]	43
[- 18]	44
[- 19]	45
[- 20]	45
[- 21]	46
[- 22]	46
[- 23]	47
[- 23]	가	48

[- 1]	4
[- 2]	6
[- 3]	9
[- 4] Kohli & Jaworski	11
[- 5] Narver & Slater	12
[- 6] Chang & Chen	14
[- 7] , ,	20
[- 8]	21
[- 9]	48

Abstract

An Empirical Study on the Relationship of Market Orientation, Mediators and Business Performance in the International Logistics Service Industry

Lee Jae-Yul

Department of Shipping management

The Graduate School of Korea Maritime University

A positive market orientation-business performance relationship has been reported in the literature. However, many researchers have constantly called for closer examination of the nature of relationship, in particular, how other factors may moderate the relationship. Recent researches have been provided the much needed theoretical framework for the relationship of market orientation and mediators on business performance. Therefore this study is based on this conceptual framework.

The purpose of this study is to shed some light on how market orientation, mediators such as employee satisfaction, service quality and commitment, and business performance are related and to offer important managerial implications for managements or marketing practitioners in the international logistics service industry.

This study suggest that the employee satisfaction, service quality and commitment are moderating the relationship between market orientation and business performance.

Market orientation has a positive effect on employee satisfaction, service quality and commitment as well as business performance. Especially, the results show that commitment has a stronger association with business performance than any other mediators. Thus enhancement of commitment may be a prerequisite of a positive market orientation-business performance linkage.

The findings of this study can be summarized as follows:

1) A higher degree of market orientation is found to be correlated with higher employee satisfaction, better service quality and more enhanced commitment. 2) An improved employee satisfaction bring about greater service quality. 3) Superior service quality enhances commitment between service firm and customer. 4) Market orientation affects positive business performance directly. In summary, all hypotheses except H6 were supported.

The results of this study provide several important managerial implications.

Firstly, market orientation was newly defined.

Market orientation is a entire effort and intention of company in order to create higher and continuous business performance through the appropriate and efficient managerial activity, and immediate and accurate response for every market information including customers' and competitors'.

Secondly, international logistics service firms should be effort for the enhancement of commitment.

Thirdly, a market-oriented service firm maintains its sustainable competitive advantages by continually engaging in market-oriented efforts and making timely modifications that lead to improved business performance.

Finally, managements and marketing practitioners should be remember that market-oriented efforts have latent effects such as an improvement of firm's image or positive change in social recognition.

1

1

(marketing concept)

,
.1)

1990

Kohli Jaworski²⁾,

Narver Slater³⁾

(market orientation)

가

가

.4)

-
- 1) Hiram C. Barksdale & Bill W. Darden(1971), "Marketers' Attitude Toward the Marketing Concept", *Journal of Marketing*, Vol. 35, October, pp.29- 36; Franklin S. Houston(1986), "The Marketing Concept: What It Is and What It Is Not", *Journal of Marketing*, Vol. 50, April, pp.81- 87; Carlton P. McNamara(1972), "The Present Status of the Marketing Concept", *Journal of Marketing*, Vol. 36, January, pp.50- 57.
 - 2) Ajay K. Kohli & Bernard J. Jaworski(1990), "Market Orientation : The Construct, Research Proposition, and Managerial Implications", *Journal of Marketing*, Vol. 54, April, pp.1- 18; Ajay K. Kohli, Bernard J. Jaworski, & Ajith Kumar(1993), "MARKOR: A Measure of Market Orientation", *Journal of Marketing Research*, Vol. 30, November, pp.467- 77.
 - 3) John C. Narver & Stanley F. Slater(1990), "The Effect of a Market Orientation on Business Profitability", *Journal of Marketing*, Vol. 54, October, pp.20- 35; Stanley F. Slater & John C. Narver(1994), "Does Competitive Environment Moderate the Market Orientation-Performance Relationship?", *Journal of Marketing*, Vol. 58, January, pp.46- 55.
 - 4) Bernard J. Jaworski & Ajay K. Kohli(1993), "Market Orientation: Antecedents

가

.5)

.6)

.7) Rust (1995)

가

.8) ,

.9)

Noordewier (1990)

,¹⁰⁾ Morgan Hunt(1994)

가

가

가 가

.11)

-
- and Consequences", *Journal of Marketing*, Vol. 57, July, pp.53- 70.
- 5) (1998), " : ,
“, 「 」, 27 1 , p. 158.
- 6) Tung-Zong Chang & Su-Jane Chen(1998), "Market Orientation, Service Quality and Business Profitability: A Conceptual Model and Empirical Evidence", *The Journal of Services Marketing*, Vol. 12, No. 4, p.246.
- 7) Lynn W. Phillips, Dae R. Chang, & Robert D. Buzzell(1983), "Product Quality, Cost Position and Business Performance: A Test of Some Key Hypotheses", *Journal of Marketing*, Vol. 47, Spring, pp.26-43.; Tung-Zong Chang & Su-Jane Chen(1998); (1999)
- 8) Roland T. Rust, Anthony J. Zahorik, & Timothy L. Keiningham(1995), "Return on Quality(ROQ) : Making Service Quality Financially Accountable", *Journal of Marketing*, April, Vol. 59, pp.58- 70.
- 9) Tung-Zong Chang & Su-Jane Chen(1998), *op. cit.*, p.247.
- 10) Thomas G. Noordewier, George John, & John R. Nevin(1990), "Performance Outcomes of Purchasing Arrangements in Industrial Buyer-Vendor Relationship", *Journal of Marketing*, Vol. 55, October, pp.80- 93.
- 11) Robert M. Morgan & Shelby D. Hunt(1994), "The Commitment-Trust Theory of Relationship Marketing", *Journal of Marketing*, Vol. 58, July,

2

,12)

가

가
가

pp.20- 38.

12) Stephen W. Brown & Teresa A. Swartz(1989), "A Gap Analysis of Professional Service Quality", *Journal of Marketing*, Vol. 53, April, pp.92-98.

가

가

1999 8

772

SPSSWIN(Ver. 7.5)

(Cronbach's)

가

3

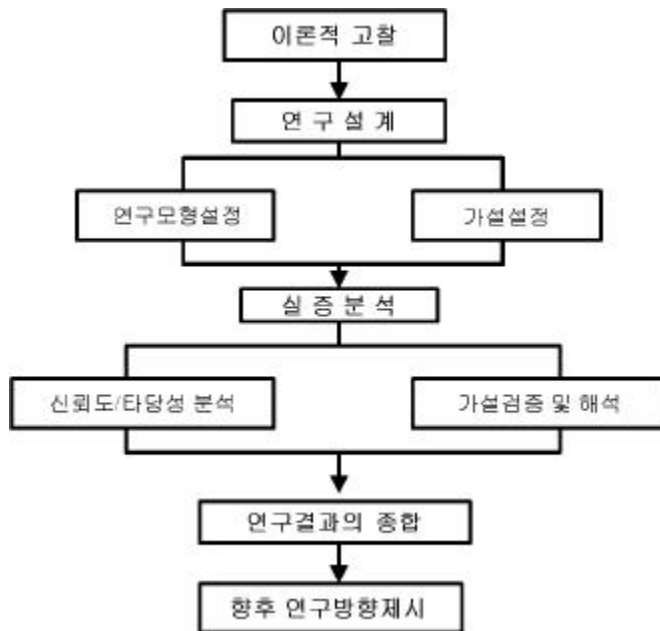
[1]

가

가

가

[- 1]



2

1

가

, ,
.13) , , ,

1.

가

, 가

.14)

, 가 가
가 (sellers' market)

.15) 가

가

13) . (1999), 「 」, , p.14

14) Philip Kotler(1997), *Marketing Management: Analysis, Planning, and Control*, 9th ed., Prentice- Hall, Inc., p.17.

15) . (1999), , p.14.

2.

가 ,
 가
 2
 (marketing myopia) .17) 가
 가

[- 2]



3.

.18)

가

16) Philip Kotler(1997), *op. cit.*, pp.17- 18.
 17) Theodore Levitt(1960), "Marketing Myopia", *Harvard Business Review*, Vol. 38, No. 4, pp.45- 56.
 18) Philip Kotler(1997), *op. cit.*, pp.18- 19.

.19)

가

4.

(needs) 2

(wants)

.20)

가

Levitt

.21)

19) (1998), 「 」, , p.16.

20) Philip Kotler(1997), *op. cit.*, pp.19- 27.

21) Theodore Levitt(1960), *op. cit.*, p.50.

가

.22)

(marketing orientation)

2

1.

가

.23)

24)

가

Kohli Jaworski

(intelligence generation)

(intelligence dissemination),

(responsiveness) .25)

Narver Slater

(customer

orientation)

(competitor orientation),

22) Shelby D. Hunt & Robert M. Morgan(1995), "The Comparative Advantage Theory of Competition", *Journal of Marketing*, Vol. 59, April, pp.1- 15.

23) Bernard J. Jaworski & Ajay K. Kohli(1993), *op. cit.*, p.53.

24) Valarie A. Zeithaml, Leonard L. Berry, & A. Parasuraman(1988), "Communication and Control Processes in the Delivery of Service Quality", *Journal of Marketing*, Vol. 52, pp.35- 48.

25) Ajay K. Kohli & Bernard J. Jaworski(1990), *op. cit.*, p.3.

(interfunctional coordination)

가

.26) Desphandé, Farley & Webster

가 가

가

.27)

Chang Chen

가

.28) Chang

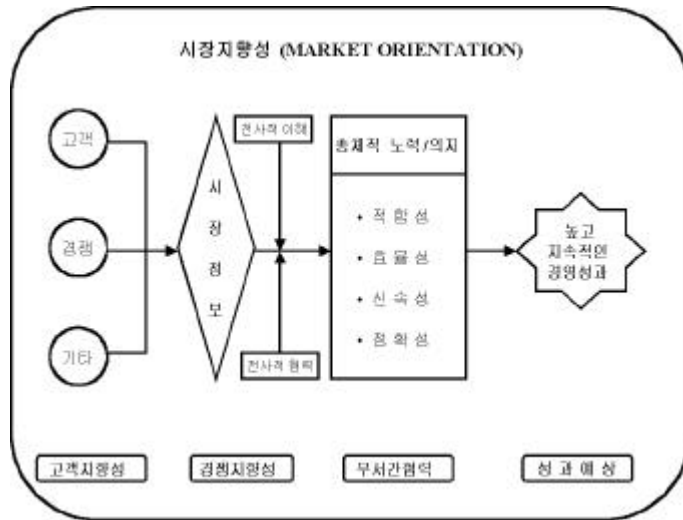
Chen

Narver Slater가

가

.29)

[- 3]



26) John C. Narver & Stanley F. Slater(1990), *op. cit.*, p.21.

27) Rohit Deshpandé, John U. Farley, & Frederick E. Jr. Webster(1993), "Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis", *Journal of Marketing*, Vol. 57, January, p.27.

28) Tung-Zong Chang & Su-Jane Chen(1998), *op. cit.*, p.247.

29) *Ibid.*, pp.252- 253.

2.

Kohli Jaworski(1990, 1993), Narver Slater(1990, 1994), Chang
Chen (1998)

1) Kohli & Jaworski

Kohli Jaworski

가

가

(1)

(refinement)

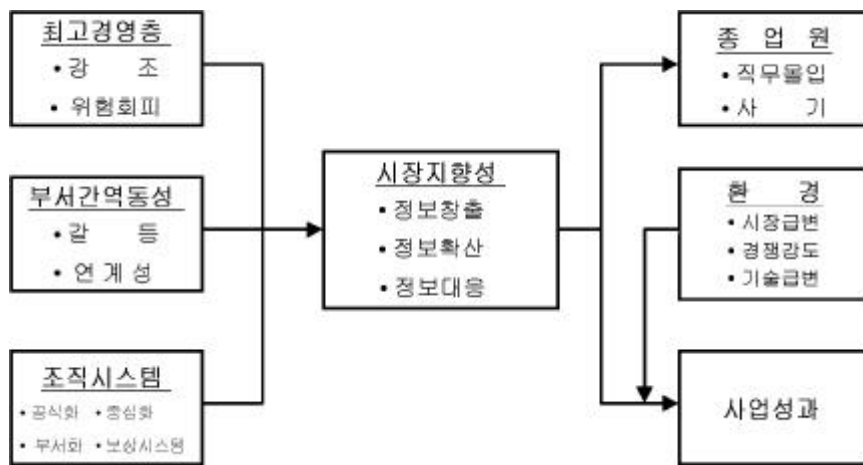
1

2

(2)

가

[-4] Kohli & Jaworski



: Bernard J. Jaworski & Ajay K. Kohli(1993), *op. cit.*, p.55

(3)

가

2) Narver & Slater

Narver Slater

가

가

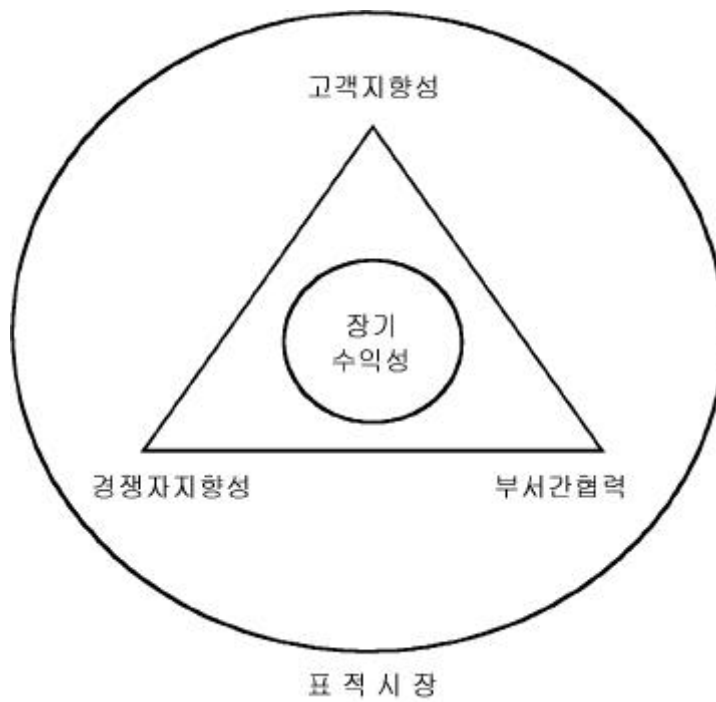
(1)

가

가

, , 가 , ,

[-5] Narver & Slater



: John C. Narver & Stanley F. Slater(1990), *op. cit.*, p.23

(2)

, , .

(3)

가

가

3) Chang & Chen

Chang Chen(1998) Narver Slater(1990)가 가
 (customer orientation), (competitive orientation), (interfunctional integration) (performance anticipation)
 가 .³⁰⁾ Narver Slater가

가

31)

30) Tung-Zong, Chang & Su-Jane, Chen(1998), *op. cit.*, pp.252- 253.

31) Carlton P. McNamara(1972), "The Present Status of the Marketing Concept", *Journal of Marketing*, Vol.36, January, pp.50- 57.

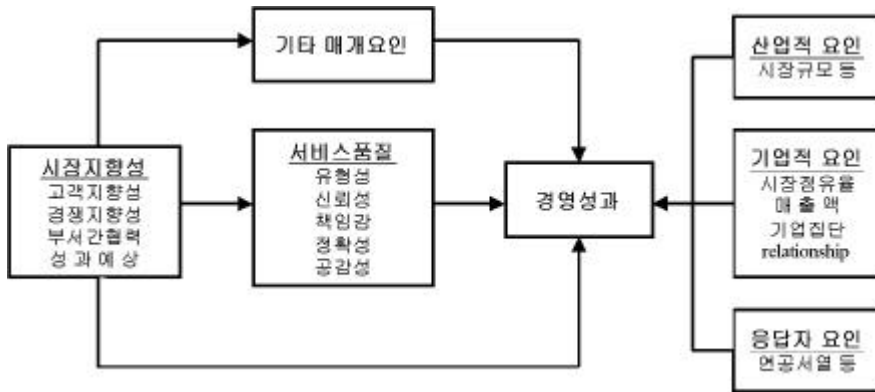
가

.32)

[- 3]

.33)

[- 6] Chang & Chen



: Tung-Zong Chang & Su-Jane Chen(1998), *op. cit.*, p.251.

Narver Slater , Chang Chen
 가 , , , , , , 가
 가

32) Tung-Zong Chang & Su-Jane Chen(1998), *op. cit.*, p.253.
 33) *Ibid.*, pp.250- 251.

3

1.

가

가

.34)

1950

.35)

가

.36)

.37)

1990

34) Franklin S. Houston (1986), "The Marketing Concept: What It Is and What It Is Not", *Journal of Marketing*, Vol. 50, April, p.86.

35) (1999), 「 」, , pp.12- 26.

36) Philip Kotler (1997), *op. cit.*, pp.19- 27.

37) Ajay K. Kohli & Bernard J. Jaworski(1990), *op. cit.*, p.1.

.38)

Kohli Jaworski(1990) 39)

[- 1]

			/

가

가

가

38) . . . (1998), , p.160.

39) Ajay K. Kohli & Bernard J. Jaworski(1990), *op. cit.*, pp.3-4.

2.

가

[- 2]

	1980 1990	<ul style="list-style-type: none"> · Shapiro(1988) · Kohli & Jaworski(1990) · Narver & Slater(1990) · Deshpandé <i>et al.</i>(1993) · Deng & Dart(1994) 	
	1990 1990	<ul style="list-style-type: none"> · Jaworski & Kohli(1993) · Kohli <i>et al.</i>(1993) · Slater & Narver(1994) · (1996) · (1996) 	
	1990	<ul style="list-style-type: none"> · Chang & Chen(1998) · Han <i>et al.</i>(1998) · (1996) · (1998) · (1999) 	

가

40) Ajay K. Kohli & Bernard J. Jaworski(1990), *op. cit.*, pp.15- 16.

[- 2]

1980 1990
Shapiro(1988), Kohli & Jaworski(1990), Narver & Slater(1990), Deshpandé,
Farley, & Webster(1993), Deng & Dart(1994)

가 .
1990 Jaworski & Kohli(1993), Kohli,
Jaworski, & Kumar(1993), Slater & Narver(1994), (1996), .
(1996) (moderators)

1990
Chang & Chen(1998), Han, Kim, & Srivastava(1998), .
(1999), . . (1998), . . (1996)

가

,
Shapiro(1988), Kohli & Jaworski(1990, 1993), . (1996),
(1996), (1996), ,
Deshpandé & Webster(1989), Day(1994), Deshpandé, Farley &
Webster(1993) 가

Narver & Slater(1990, 1994, 1995), Deng & Dart(1994), . (1994),
Morgan, Katsikeas, & Appiah-Adu(1998), Chang & Chen(1998)
가

가

가

		<ul style="list-style-type: none"> · Shapiro(1988) · Kohli & Jaworski(1990, 1993) · (1996) · (1996) · (1996)
	가	<ul style="list-style-type: none"> · Deshpandé & Webster(1989) · Day(1994) · Deshpandé <i>et al.</i>(1993)
	가	<ul style="list-style-type: none"> · Narver & Slater(1990, 1994) · Deng & Dart(1994) · (1994) · Morgan <i>et al.</i>(1998) · Chang & Chen(1998)

,
가

Narver Slater

3

1

1990

.41)

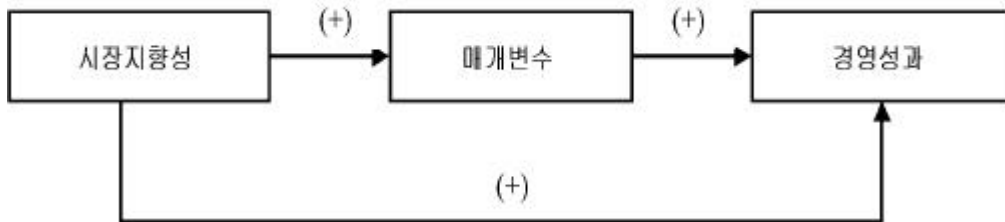
가

.42)

[- 7]

(+)

[- 7]



.43)

41) Narver & Slater(1990), Deshpande et al.(1993), Jaworski & Kohli(1993), Day & Wensley(1988), (1994), (1996), (1996)

42) Chang & Chen(1998), (1996), (1999), (1999)

,44)

45)

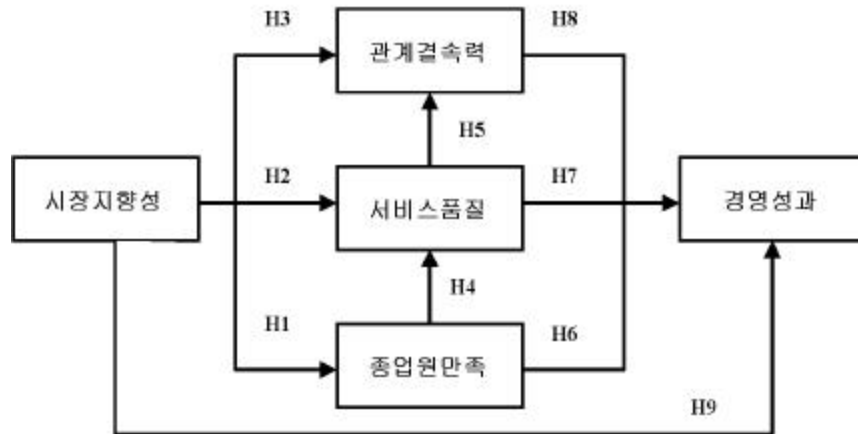
가

2

가

[- 8]

[- 8]



43) Bernard J. Jaworski & Ajay K. Kohli(1993), *op. cit.*, pp.53- 70.

44) Tung-Zong Chang & Su-Jane Chen(1998), *op. cit.*, pp.246- 264.

45) Christine Moorman, Gerald Zaltman, & Rohit Deshpande(1992), "Relationships Between Providers and Users of Market Research : The Dynamics of Trust Within and Between Organizations", *Journal of Marketing Research*, Vol. XXIX, August, pp.314- 328.

가 가

· , , , ,

, , , , ,

(+)

,

,

.

.

3 가

1.

가

Kohli Jaworski(1990), Narver Slater(1990)

· ,

Jaworski Kohli(1993)

Deshpandé (1993)

가

.46)

.47)

가

46) Deshpandé, Farley & Webster(1993)

47) Philip Kotler(1997), *op. cit.*, pp.23- 25.

(1996) 가 (1999)

가
[가 -1]

2. 가 가

.48)

가
.49)

가

가 .50)

.51)

가

[가 -2]

48) (1999), 「 」, pp.503- 504.

49) Tung-Zong Chang & Su-Jane Chen(1998), *op. cit.*, pp.248- 249.

50) (1999), , p.532.

51) Zeithaml, Valarie A., Leonard L. Berry, & A. Parasuraman(1988), "Communication and Control Processes in the Delivery of Service Quality", *Journal of Marketing*, Vol. 52, April, pp.35- 48.

3.

가

Kohli & Jaworski(1990)

,⁵²⁾ Narver & Slater(1990)

,⁵³⁾

가

,⁵⁴⁾

(retention)

가

가

,⁵⁵⁾

,⁵⁶⁾

가

57)

Siguaw

(1998)

가

,⁵⁸⁾

가

[가 - 3]

52) Ajay K. Kohli & Bernard J. Jaworski(1990), *op. cit.*, pp.1- 18.

53) John C. Narver & Stanley F. Slater(1990), *op. cit.*, pp.20- 35.

54) Robert M. Morgan & Shelby D. Hunt(1994), "The Commitment-Trust Theory of Relationship Marketing", *Journal of Marketing*, Vol. 58, July, pp.20- 38.

55) Christine, Moorman, Gerald Zaltman, & Rohit Deshpande(1992), "Relationship Between Providers and Users of Market Research: The Dynamics of Trust Within and Between Organization", *Journal of Marketing Research*, Vol. 29, August, pp.314- 328; Robert M. Morgan & Shelby D. Hunt(1994), *op. cit.*, pp.20- 38.

56) Kevin P. Gwinner, Dwayne D. Gremler, & Mary Jo Bitner(1998), "Relational Benefits in Services Industries: The Customer's Perspective", *Journal of the Academy of Marketing Science*, Vol. 26, No. 2, pp.101- 114.

57) Shankar Ganesan(1994), "Determinants of Long-Term Orientation in Buyer-Seller Relationships", *Journal of Marketing*, Vol. 58, April, pp.1- 19.

58) Judy A. Siguaw, Penny M. Simpson, & Thomas L. Baker(1998), "Effects of Supplier Market Orientation on Distributor Market Orientation and the Channel Relationship: The Distributor Perspective", *Journal of Marketing*, Vol. 62, July, pp.99- 111.

4. 가 가

가

가 , 가

.59) , 가

가

Bitner, Booms, & Tetreault(1990)

.60) Bowen, Siehl, & Schneider(1989)

.61)

가

[가 -4]

59) David E. Bowen, Caren Siehl, & Benjamin Schneider(1989), "A Framework for Analyzing Customer Service Orientation in Manufacturing", *Academy of Management Review*, Vol. 14, No. 1, pp.75- 95.

60) Mary Jo Bitner, Bernard H. Booms, & Mary Stanfield Tetreault(1990), "The Service Encounter: diagnosing Favorable and Unfavorable Incidents", *Journal of Marketing*, Vol. 54, January, pp.71- 84.

61) David E. Bowen, Caren Siehl, & Benjamin Schneider(1989), *op. cit.*, pp.75- 95.

5. 가

, (Tangibility), (Reliability), (Responsiveness),
(Assurance), (Empathy) 5 .62)

가

가 ,

가

.63)

가

[가 -5]

6. 가

Siguaw, Brown, & Widing II(1994)

, .64)

가

(1996)

.65)

62) A. Parasuraman, Valarie Zeithaml, & Leonard Berry(1988), "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality", *Journal of Retailing*, Vol. 64, Spring, pp.12- 40.

63) A. Parasuraman, Valarie Zeithaml, & Leonard Berry(1985), "A Conceptual Model of Service Quality and Its Implications for Future Research", *Journal of Marketing*, Vol. 49, Fall, pp.41- 50.

64) Judy A. Siguaw, Gene Brown, & Robert E. Widing II(1994), "The Influence of the Market Orientation of the Firm on Sales Force Behavior and Attitudes", *Journal of Marketing Research*, Vol. 31, February, pp.106- 116.

65) . . (1996), , pp.161- 181.

.66)

가 가
가

[가 -6]

7. 가

가 .67) PIMS(Profit Impact of Market Strategy)

.68) Phillips (1983) (SBU)

가

가(premium price)

가 ,

.69)

Zeithaml (1996)

.70) Rust (1995)

.71)

66) Ajay K. Kohli & Bernard J. Jaworski(1990), *op. cit.*, pp.15- 16.

67) Valarie A. Zeithaml, Leonard L. Berry, & A. Parasuraman(1988), "Communication and Control Processes in the Delivery of Service Quality", *Journal of Marketing*, Vol. 52, pp.35-48.

68) Christopher H. Lovelock(1997), *Services Marketing*, Prentice Hall In'l. Ed., 3th Edition, pp.460- 489; Lynn W. Phillips, Dae R. Chang, & Robert D. Buzzell(1983), "Product Quality, Cost Position and Business Performance: A Test of Some Key Hypotheses", *Journal of Marketing*, Vol. 47, Spring, pp.26- 43.

69) Lynn W. Phillips, Dae R. Chang, & Robert D. Buzzell(1983), *op. cit.*, pp.26- 43.

70) Valarie A. Zeithaml, Leonard L. Berry, & A. Parasuraman(1996), "The Behavioral Consequences of Service Quality", *Journal of Marketing*, Vol. 60, pp.31- 46.

71) Roland T. Rust, Anthony J. Zahorik, & Timothy L. Keiningham(1995), "Return on Quality(ROQ) : Making Service Quality Financially Accountable", *Journal of*

가

[가 -7]

8.

가

가 가

.72)

가

Morgan

Hunt(1994)

.73)

Siguaw (1998)

.74)

가

가

[가 -8]

Marketing, Vol. 59, April, pp.58- 70.

72) John A. Czepiel(1990), "Service Encounters and Service Relationship: Implications for Research", *Journal of Business Research*, Vol. 20, pp.13- 21.

73) Robert M. Morgan & Shelby D. Hunt(1994), *op. cit*, pp.20- 38.

74) Judy A. Siguaw, Penny M. Simpson, & Thomas L. Baker(1998), *op. cit*, pp.103- 105.

9.

가

1990

가

Jaworski & Kohli(1993),

Narver & Slater(1990)

.75)

.76)

가

[가 -9]

75) Tung-Zong Chang & Su-Jane Chen(1998), *op. cit*, pp.248- 249.

76) Valarie A. Zeithaml, Leonard L. Berry, & A. Parasuraman(1988), *op. cit*, pp.35- 48.

4

1.

Narver & Slater(1990, 1994), Chang & Chen(1998)

6 , 4 , 5 , 3 가 2 . 18 [-4] (Likert) 7 ' 7 , ' 1 가 . [-4]

	1. 2. 3. 4. 5. 6.
	1. 2. 3. 4.
	1. 가 2. 3. 4. 5.
	1. 2. 3.

2.

Parasuraman (1988)

5

[- 5]

	1. 2. 3. 4.
	1. 가 2. 3. 4. 5.
	1. 2. 對 3. 4.
	1. 2. 3.
	1. 2. 3. 4. 5.

Parasuraman (1988) ‘ SERVQUAL
(Difference SERVQUAL Score)’ Brown (1993) 77) Chang &
Chen(1998) ‘ SERVQUAL (Non-difference SERVQUAL
Score)⁷⁸⁾ 가

77) Tom J. Brown, Gilbert A. Churchill, Jr., & J. Paul Peter (1993), "Improving the Measurement of Service Quality", *Journal of Retailing*, Vol. 69, No. 1, pp.127- 139.

78) SERVQUAL 가
22 가
. *Ibid.*, pp.132- 133.

4.

가
 , 가 ,
 , 가
 . Moorman (1992), Morgan
 & Hunt(1994), Gwinner (1998), Ganesan(1994)
 3 , 3 , 3
 9 .
 [-7] ,
 (Likert) 7 ‘ ’ 7 , ‘ ’
 1 가 .
 [-7]

	1. 2. 3.
	1. 2. 가 3.
	1. 2. 3.

4

1

1.

2 , 1999 8
772 가 500
.
가

2.

가
SPSSWIN(Ver. 7.5) , [-9] .

[-9]

1.	.
2.	.
3. 가	.

3.

[- 10]

5

16

가

가

가

가 58.2%

가

[- 10]

			%	%
	5	28	20.9	20.9
	6 10	32	23.9	44.8
	11 15	24	17.9	62.7
	16	50	37.3	100.0
		134	100.0	
	2	38	28.4	28.4
	3 4	36	26.9	55.2
	5 6	30	22.4	77.6
	7	30	22.4	100.0
		134	100.0	
		22	16.4	16.4
		52	38.8	55.2
		4	3.0	58.2
		56	41.8	100.0
		134	100.0	
		38	28.4	28.4
		18	13.4	41.8
		24	17.9	59.7
		54	40.3	100.0
		134	100.0	

2

(Reliability) 가 , 가
 .80) (Validity) 가
 가
 가 .81)

[- 11]

M14	.776	-.076	.171	.323	.105	.753
M15	.751	-.029	.191	.281	.219	.729
M07	.704	.458	-.052	-.058	.021	.711
M09	.172	.786	.144	.241	-.204	.769
M10	-.090	.693	.132	.071	.371	.649
M08	.604	.625	.158	.044	.006	.783
M03	-.016	.279	.825	.020	.066	.763
M06	.136	-.214	.749	.232	.162	.705
M02	.249	.303	.715	-.179	-.073	.703
M11	.139	.078	.027	.914	.098	.871
M12	.453	.310	.032	.701	.079	.801
M16	.062	.145	-.010	.225	.846	.771
M17	.185	-.086	.126	-.055	.844	.773
	4.185	1.761	1.587	1.250	1.018	
	32.19	13.54	12.21	7.61	7.83	
	.7387	.6893	.6943	.7812	.7080	
Kaiser- Meyer- Olkin(KMO) = .676						
Bartlett = 721.836 p = .000						

80) . (1999), 「SPSSWIN」, , p.198
 81) (1997), 「」, , pp.118- 120

가 가

(Cronbach's)

(factor loading score)가 .4 5 5

.82)

, , 가 가 , 가 ,

5

75.39%

, (Cronbach's) .7387, .6893, .6943, .7812, .7080 .83)

Kaiser- Meyer- Olkin(KMO)

.60

가

.84)

82) Joseph F. Hair, Jr., Rolph E. Anderson, Ronald L. Tatham, & Bernie J. Grablovsky(1979), *Multivariate Data Analysis with Readings*, The Petroleum Publishing Company, p.234

83) Cronbach's .60 가

Nunnally(1978) .60 ,

.80,

.90 , Van de Ven & Ferry(1980)

.60

가 . (1999),

, p.209

84) Kaiser- Meyer- Olkin(KMO)

가

KMO .90

.80

.70

.60

.50

.50

(1999),

, p.187.

[- 12]

S5	.899	.203	.850
S7	.882	.236	.834
S6	.865	.181	.781
S8	.709	.365	.636
S2	.104	.891	.805
S1	.192	.848	.756
S3	.364	.825	.813
S4	.417	.791	.799
	4.830	1.445	
	60.372	18.058	
	.8977	.8997	
Kaiser- Meyer- Olkin(KMO) = .798			
Bartlett		= 868.222	<i>p</i> =.000

2

,

2

78.43%

.

.8977 .8997

.

KMO .798

.

Q06	.777	.197	-.016	.344	.127	.778
Q10	.761	.070	.362	.078	.093	.730
Q07	.703	.297	.191	.249	.094	.690
Q09	.679	.181	.416	-.040	-.256	.734
Q12	.677	.057	.495	.181	.130	.756
Q08	.635	.460	.093	-.052	-.211	.671
Q21	.444	.296	.259	.412	-.356	.648
Q03	.171	.845	.214	.064	.143	.814
Q02	.043	.821	.326	-.022	-.006	.783
Q01	.264	.606	-.018	.392	-.187	.625
Q04	.438	.580	-.128	.207	.086	.596
Q11	.273	.093	.793	.112	.101	.735
Q15	.102	.244	.595	.395	-.020	.581
Q16	.568	.114	.582	.130	.143	.711
Q18	.205	.295	.500	.236	-.447	.634
Q19	-.014	.091	.197	.761	.142	.646
Q20	.397	.041	.148	.751	-.091	.753
Q14	.332	.240	.307	.174	.658	.726
	7.578	1.601	1.259	1.153	1.019	
	44.10	8.90	7.00	6.41	5.66	
	.8895	.7908	.7615	.6087	.	
Kaiser- Meyer- Olkin(KMO) = .815						
Bartlett = 1359.602 p = .000						

가 3 가
 , (eigenvalue)가 1.00 5 .
 5 72.07%
 .
 , Q14 가
 . KMO .815

[- 14]

R3	.820	.141	.044	.694
R2	.768	.406	-.107	.765
R1	.737	.082	-.050	.552
R4	.726	.085	.276	.610
R7	-.057	.822	.133	.692
R5	.212	.769	.334	.747
R8	.302	.736	-.263	.703
R9	.215	.597	.040	.404
R6	.062	.107	.938	.896
	3.512	1.441	1.110	
	39.02	16.02	12.33	
	.7864	.7435	.	
Kaiser- Meyer- Olkin(KMO) = .768				
Bartlett = 384.148 p = .000				

3

.3

67.37%

.7864 .7435 , R6

KMO .768

3 가

1. 가

가

5가

F , F - 25.927($p < .001$)

(R^2) 50.3%

[가 -1]

[-15]

		()	t -	p -
		.456	7.321	.000
		.122	1.963	.052
		.430	6.909	.000
		.113	1.814	.072
		.287	4.600	.000
$R^2 = .503$ $R^2 = .484$ F - = 25.927 Significance F = .000				

$p < .001$

$p < .05$

.456

가

2. 가

가 F-

28.297($p < .001$)

(R2) 52.5%

[가 - 2]

[- 16]

		()	t-	p-
		.503	8.264	.000
		.083	1.370	.173
		.369	6.057	.000
		.267	4.390	.000
		.239	3.918	.000
R2 = .525		R2 = .506	F- = 28.297	Significance F = .000

$p < .001$

3. 가

F-

10.284($p < .001$) , R2 .287

[가 - 3]

[- 17]

		()	t-	p-
		.288	3.858	.000
		.181	2.429	.017
		.306	4.094	.000
		.061	.814	.417
		.271	3.635	.000
R2 = .287		R2 = .259	F- = 10.284	Significance F = .000

.306 가

4. 가

$F = 87.644 (p < .001)$ $R^2 = .572$

[가

- 4]

[- 18]

		()	t-	p-
		.189	3.315	.001
		.732	12.818	.000
$R^2 = .572$ $R^2 = .566$ $F = 87.644$ Significance $F = .000$				

가 $p < .001$

.732

5. 가

(R^2) 46.8%

$F = 22.520 (p < .001)$

[가 - 5]

[- 19]

		()	t-	p-
		.248	3.847	.000
		.242	3.746	.000
		.388	6.015	.000
		.445	6.896	.000
		.013	.195	.845
R2 = .468 R2 = .447 F- = 22.520 Significance F = .000				

.445

6.

가

4.138($p < .05$) , R2 = .059 F-
 가 [가 - 6]

[- 20]

		()	t-	p-
		.243	2.867	.005
		.021	.244	.808
R2 = .059 R2 = .045 F- = 4.138 Significance F = .018				

7.

가

(R2) 가 , F- = 2.946($p < .05$)
 10.3% [가 - 7]

[- 21]

		()	t-	p-
		-.083	-.988	.325
		.307	3.665	.000
		.019	.222	.824
		-.028	-.333	.740
		-.034	-.401	.689
$R^2 = .103$		$R^2 = .068$	$F = 2.946$	Significance $F = .015$

$p < .001$

8.

가

F-

8.152($p < .001$)

R^2

.158

[가 - 8]

[- 22]

		()	t-	p-
		.383	4.760	.000
		.094	1.169	.244
		-.053	-.659	.511
$R^2 = .158$		$R^2 = .139$	$F = 8.152$	Significance $F = .000$

$p < .001$

가

9.

가

p<.01 , F- 3.975
R2 13.4%
[가 - 9]

.347 p<.001

[- 23]

		()	t-	p-
		.114	1.387	.168
		.347	4.225	.000
		-.023	-.279	.780
		.006	.072	.943
		.010	.125	.900
R2 = .134 R2 = .101 F- = 3.975 Significance F = .002				

4 가

9가 가

가

[-23]

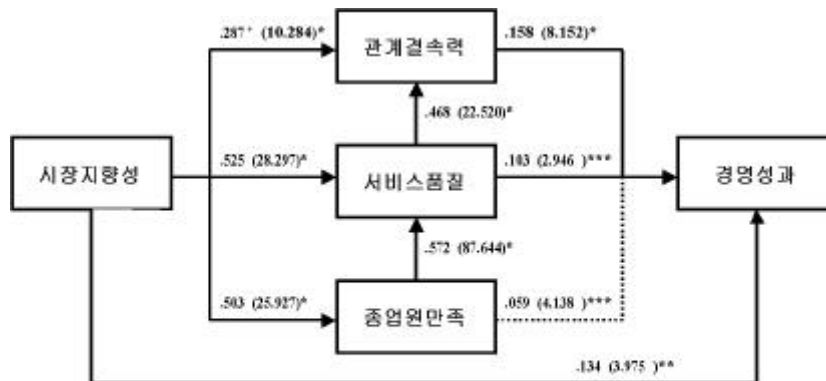
[-23] 가

가		<i>p</i> -
가 1	.	<i>p</i> <.001
가 2	.	<i>p</i> <.001
가 3	.	<i>p</i> <.001
가 4	.	<i>p</i> <.001
가 5	.	<i>p</i> <.001
가 6	.	<i>p</i> <.05
가 7	.	<i>p</i> <.05
가 8	.	<i>p</i> <.001
가 9	.	<i>p</i> <.01

[-9]

가

[-9]



주) +는 *F* 값이며, () 안은 *F*-값을 의미함

*)*p*<.001. **)*p*<.01. ***)*p*<.05

5

1

1.

“

”

2.

9

가

가 가
(Cronbach's)

.6087 .8997
 , 5 ,
 2 , 5 ,
 3 ,

(construct validity)

가 4가 . ,
 가 3 가 , ,
 가 2 , ,
 3 가 .
 가 1 .
 가 <가 6> 가 .

가 ,
 가 ,
 가

3.

1990

,
가

가 .

.

,

가

.

.

,

,

.

가

.

(1996), “ : ”, 「 」, 11 1 , pp.35- 48.

(1996), 「 」,

(1997), 「 」, , pp.118- 120

(1991), “ ”, 「 」, 15 2 , pp.49- 59.

· (1996), “ ”, 「 」, 11 2 , pp.1- 21.

(1995), 「 」,

(1998), “ : ”, 「 」, 27 3 , pp.729- 757.

· (1996), “ : ”, 「 」, 11 2 , pp.161- 181.

· (1998), “ : ”, 「 」, 27 1 , pp.157- 184.

· (1999), “ ”, 「 」, , 28 1 , pp.75- 102.

· (1999), 「 」, , pp.12- 26.

· (1994), “ ”, 「 」, 9 1 , pp.75- 91.

(1998), 「 」,

· (1999), 「SPSSWIN 」, , p.198

(1998), 「 」, , p.16.

Andaleeb, Syed Saad(1996), "An Experimental Investigation of Satisfaction and Commitment in Marketing Channels: The Reole of Trust and Dependence", *Journal of Retailing*, Vol. 72, No. 1, pp.77- 93.

Anderson, Erin & Barton Weitz(1992), "The Use of Pledges to Build and Sustain Commitment in Distribution Channels", *Journal of Marketing Research*, Vol. XXIX, February, pp.18- 34.

Atuahene-Gima, Kwaku(1996), "Market Orientation and Innovation", *Journal of Business Research*, Vol. 35, No. 2, February, pp.93- 103.

- Barksdale, Hiram C. & Bill W. Darden(1971), "Marketers' Attitudes Toward the Marketing Concept", *Journal of Marketing*, Vol. 35, October, pp.29- 36.
- Berry, L., Conant. J., and A. Parasuraman(1991), "A Framework for Conducting a Services Marketing Audit", *Journal of the Academy of Marketing Science*, Vol. 19, No. 3, pp.255- 68
- Bitner, Mary Jo, Bernard H. Booms, & Mary Stanfield Tetreault(1990), "The Service Encounter: diagnosing Favorable and Unfavorable Incidents", *Journal of Marketing*, Vol. 54, January, pp.71- 84.
- Bowen, David E., Caren Siehl, & Benjamin Schneider(1989), "A Framework for Analyzing Customer Service Orientation in Manufacturing", *Academy of Management Review*, Vol. 14, No. 1, pp.75- 95.
- Brown, Stephen W. & Teresa A. Swartz(1989), "A Gap Analysis of Professional Service Quality", *Journal of Marketing*, Vol. 53, April, pp.92- 98.
- Brown, Tom J., Gilbert A. Churchill, & J. Paul Peter (1993), "Improving the Measurement of Service Quality", *Journal of Retailing*, Vol. 69, pp.127- 139.
- Burns, T.(1992), "Researching Customer Service in the Public Sector", *Journal of the Market Research Society*, Vol. 34, No. 1, pp.53- 68.
- Chang, Tung-Zong & Su-Jane Chen(1998), "Market Orientation, Service Quality and Business Profitability: A Conceptual Model and Empirical Evidence", *The Journal of Services Marketing*, Vol. 12, No. 4, pp.246- 264.
- Cronin, J. Joseph, Jr. & Steven A. Taylor(1992), "Measuring Service Quality: A Reexamination and Extension", *Journal of Marketing*, Vol. 56, July, 55- 68.
- Czepiel, John A.(1990), "Service Encounters and Service Relationship: Implications for Research", *Journal of Business Research*, Vol. 20, pp.13- 21.
- Day, George S.(1994), "The Capabilities of Market-Driven Organizations", *Journal of Marketing*, Vol. 58, October, pp.37- 52.
- Day, George S. & Robin Wensley(1988), "Assessing Advantage: A Framework for Diagnosing Competitive Superiority", *Journal of Marketing*, Vol. 52, April, pp.1- 20.
- Deng, Shengliang & Jack Dart(1994), "Measuring Market Orientation: A Multi-Factor, Multi-Item Approach", *Journal of Marketing Management*, Vol. 10, No. 8, pp.725- 42.
- Deshpandé, Robit, John U. Farley, & Frederick E. Webster, Jr.(1993), "Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quardrad Analysis", *Journal of Marketing*, Vol. 57, January, 23- 37.
- Felton, A. P.(1959), "Making the Marketing Concept Work", *Harvard Business Review*, July- August, pp.55- 65.

- Ganesan, Shankar(1994), "Determinants of Long-Term Orientation in Buyer-Seller Relationships", *Journal of Marketing*, Vol. 58, April, pp.1- 19.
- Greenley, G.(1995), "Forms of Market Orientation in UK Companies", *Journal of Management Studies*, Vol. 32, No. 1, pp.47- 66.
- Gronroos, Christian(1990), *Service Management and Marketing: Managing the Moment of Truth in Service Competition*, Lexington, Massachusetts: Lexington Books.
- Gwinner, Kevin P., Dwayne d. Gremler, & Mary Jo Bitner(1998), "Relational Benefits in Services Industries: The Customer's Perspective", *Journal of the Academy of Marketing Science*, Vol. 26, No. 2, pp.101- 114.
- Hair, Jr. Joseph F., Rolph E. Anderson , Ronald L. Tatham, & Bernie J. Grablovsky(1979), *Multivariate Data Analysis with Readings*, The Petroleum Publishing Company, p.234
- Han, Jin K., Namwoon Kim, & Rajendra K. Srivastava(1998), "Market Orientation and Organizational Performance: Is Innovation a Missing Link?", *Journal of Marketing*, Vol. 62, October, pp.30- 45.
- Houston, Franklin S.(1986), "The Marketing Concept: What It Is and What It Is Not", *Journal of Marketing*, Vol. 50, April, pp.81- 87.
- Hunt, Shelby D. & Robert M. Morgan(1995), "The Comparative Advantage Theory of Competition", *Journal of Marketing*, Vol.59, April, pp.1- 15.
- Iris, Mohr-Jackson(1991), "Broadening the Market Orientation: An Added Focus on Internal Customers", *Human Resource Management*, Vol. 30, Winter, pp.455- 467.
- Jaworski, Bernard J. & Ajay K. Kohli(1993), "Market Orientation: Antecedents and Consequences", *Journal of Marketing*, Vol. 57, July, pp.53- 70.
- Kelley, S. W.(1992), "Developing Customer Orientation Among Service Employees", *Journal of the Academy of Marketing Sciences*, Winter, pp.27- 36.
- Kohli, Ajay K. & Bernard J. Jaworski(1990), "Market Orientation : The Construct, Research Proposition, and Managerial Implications", *Journal of Marketing*, Vol. 54, April, pp.1- 18.
- Kohli, Ajay K., Bernard J. Jaworski, & Ajith Kumar(1993), "MARKOR: A Measure of Market Orientation", *Journal of Marketing Research*, Vol. 30, November, pp.467- 77.
- Kotler, Philip(1977), "From Sales Obsession to Marketing Effectiveness", *Harvard Business Review*, Vol. 55, November-December, pp.67- 75.
- Kotler, Philip(1997), *Marketing Management: Analysis, Planning, and Control*, 9th ed., Prentice-Hall, Inc.
- Levitt, Theodore(1980), "Marketing Success Through Differentiation of Anything", *Harvard Business Review*, Vol. 58, Jan.- Feb., pp.83- 91.

- Levitt, Theodore(1960), "Marketing Myopia", *Harvard Business Review*, Vol. 38, No. 4, pp.45- 56.
- Lovelock, Christopher H.(1997), *Services Marketing*, Prentice Hall Int'l. Ed., 3th Edition, pp.460- 489.
- McNamara, Carlton P.(1972), "The Present Status of the Marketing Concept", *Journal of Marketing*, Vol. 36, January, pp.50- 57.
- Moorman, Christine, Gerald Zaltman, & Rohit Deshpande(1992), "Relationships Between Providers and Users of Market Research : The Dynamics of Trust Within and Between Organizations", *Journal of Marketing Research*, Vol. XXIX, August, pp.314- 328.
- Morgan, Robert M. & Shelby D. Hunt(1994), "The Commitment-Trust Theory of Relationship Marketing", *Journal of Marketing*, Vol. 58, July, pp.20- 38.
- Morgan, Robert E., Constantine S. Katsikeas, & Kwaku Appiah-Adu(1998), "Market Orientation and Organizational Learning Capabilities", *Journal of Marketing Management*, Vol. 14, pp.353- 381.
- Narver, John C. & Stanley F. Slater(1990), "The Effect of a Market Orientation on Business Profitability", *Journal of Marketing*, Vol. 54, October, pp.20- 35.
- Noordewier, Thomas G., George John, & John R. Nevin(1990), "Performance Outcomes of Purchasing Arrangements in Industrial Buyer-Vendor Relationship", *Journal of Marketing*, Vol. 55, October, pp.80- 93.
- Nwankwo, Sonny(1995), "Developing a Customer Orientation", *Journal of Consumer Marketing*, Vol. 12 No. 5, pp.5- 15.
- Parasuraman, A., Valarie Zeithaml, & Leonard Berry(1985), "A Conceptual Model of Service Quality and Its Implications for Future Research", *Journal of Marketing*, Vol. 49, Fall, pp.41- 50.
- Parasuraman, A., Valarie Zeithaml, & Leonard Berry(1988), "SERVQUAL: A Multiple- Item Scale for Measuring Consumer Perceptions of Service Quality", *Journal of Retailing*, Vol. 64, Spring, pp.12- 40.
- Porter, Micheal E.(1987), "From Competitive Advantage to Corporate Strategy", *Harvard Business Review*, May- June, pp.43- 59.
- Phillips, Lynn W., Dae R. Chang, & Robert D. Buzzell(1983), "Product Quality, Cost Position and Business Performance: A Test of Some Key Hypotheses", *Journal of Marketing*, Vol. 47, Spring, pp.26- 43.
- Rust, Roland T., Anthony J. Zahorik, & Timothy L. Keiningham(1995), "Return on Quality(ROQ) : Making Service Quality Financially Accountable", *Journal of Marketing*, Vol. 59, April, pp.58- 70.

- Schneider, Benjamin(1980), "The Service Organization: Climate is Crucial", *Organizational Dynamics*, Vol. 9, Autumn, pp.52- 65.
- Shapiro, Benson P.(1988), "What the Hell Is Market Oriented?", *Harvard Business Review*, Nov.- Dec., pp.119- 125.
- Siguaw, Judy A., Gene Brown, & Robert E. Widing II(1994), "The Influence of the Market Orientation of the Firm on Sales Force Behavior and Attitudes", *Journal of Marketing Research*, Vol. 31, February, pp.106- 116.
- Siguaw, Judy A., Penny M. Simpson, & Thomas L. Baker(1998), "Effects of Supplier Market Orientation on Distributor Market Orientation and the Channel Relationship: The Distributor Perspective", *Journal of Marketing*, Vol. 62, July, pp.99- 111.
- Slater, Stanley F. & John C. Narver(1994), "Does Competitive Environment Moderate the Market Orientation-Performance Relationship?", *Journal of Marketing*, Vol. 58, January, pp.46- 55.
- Slater, Stanley F. & John C. Narver(1994), "Market Orientation, Customer Value, and Superior Performance", *Business Horizons*, Vol. 37, March- April, pp.22- 28.
- Zeithaml, Valarie A., Leonard L. Berry, & A. Parasuraman(1988), "Communication and Control Processes in the Delivery of Service Quality", *Journal of Marketing*, Vol. 52, April, pp.35- 48.
- Zeithaml, Valarie A., Leonard L. Berry, & A. Parasuraman(1996), "The Behavioral Consequences of Service Quality", *Journal of Marketing*, Vol. 60, April, pp.31- 46.

[]

, 가

,

.

가

,

,

,

,

.

,

.

.

가

.

,

가

.