ASSESSING THE INFLUENCE OF CHIEF EXECUTIVE OFFICER SUPPORTIVENESS BEHAVIOR ON MARKET ORIENTATION AND BUSINESS PERFORMANCE

Keywords: Market orientation, supportiveness behavior, Situational Leadership Theory, business performance, community banks.

Authors: Gerald F. Sullivan, Keiser University, Ft. Lauderdale, FL.
Telephone: 954-776-4456 ext 612
Email: gsullivan@keiseruniversity.edu

ABSTRACT

Research has shown that there is a positive relationship between market orientation and enhanced business performance. The support of top management is acknowledged by most as an antecedent to market orientation. It is also concluded by some that the leadership style of top management has a direct influence upon the level of market orientation. A study was conducted to assess the influence of the leadership style incorporated in the supportive behavior dimension of situational leadership theory on market orientation and business performance. Study results indicate a significant positive relationship between the supportiveness behavior dimension and market orientation. A significant positive relationship between the supportiveness behavior dimension and business performance was not found. Mixed results were indicated when testing the historically significant positive relationship between market orientation and business performance.

ASSESSING THE INFLUENCE OF CHIEF EXECUTIVE OFFICER SUPPORTIVENESS BEHAVIOR ON MARKET ORIENTATION AND BUSINESS PERFORMANCE

Background of the Problem

Research has shown a positive relationship between the level of market orientation within a firm and enhanced business performance. (Kohli & Jaworski, 1990, 1993; Narver & Slater, 1990, 1994; Desphande et al., 1993; Avlonitis & Gounaris, 1999, Chang & Chen, 1998; McNaughton et al., 2002) The research, depending upon the author, has identified a number of antecedents to market orientation. These antecedents include, but are not limited to, top management support (Ashley & Patel, 2003; Avlonitis & Gounaris, 1999; Desphande et al., 1993; Greenley, 1995; Kohli & Jaworski, 1990, 1993; Narver & Slater, 1990, 1994; Waldman et al., 2001); decentralization (Avlonitis & Gounaris, 1999; Harris, 2002); and marketing planning quality (Levitt, 1960; Pulendran et al., 2003). This study examined the relationship, in a service industry, between market orientation and business performance. It also examined the antecedents to market orientation, i.e., top management support and market planning quality, and their relationship to market orientation in this environment.

Harris and Ogbonna's (2001) study "suggests that over 27 percent of the variation of the measure of overall market orientation can be attributed to varying leadership styles" of top management (Harris & Ogbonna, 2001, p. 7). Their study also found "a leadership style characterized by non-directive role clarification (leadership participation) or consideration (supportive leadership style) fosters all facets of market orientation" (Harris

& Ogbonna, 2001, p.7). Harris and Ogbonna studied a multi-industry sample of corporations in the United Kingdom having over 5000 employees (Harris & Ogbonna, 2001).

This paper examined one particular supportive leadership style to determine the relationship between it and market orientation as well as business performance of the firm. The particular leadership style in question is the supportiveness behavior dimension of situational leadership theory, as developed by Hersey and Blanchard and subsequently modified by Zigarmi and Blanchard. (Zigarmi et al., 1997) Unlike Harris and Ogbonna, this study addressed a service industry, specifically the community banking segment of commercial banking. These banks are much smaller in employee count, generally having approximately one employee for each four million dollars in assets (FDIC, 2005). Given that community banks range in size from approximately one hundred million dollars to one billion dollars in asset size, the employee count generally ranges from approximately 20 to 500 as compared to the 5000 employee minimum in the Harris and Ogbonna study.

Market Orientation and Business Performance

Kohli and Jaworski (1990) set forth the proposition: “The greater the market orientation of an organization, the higher its business performance” (Kohli & Jaworski, 1990, p. 13). They noted that the literature, in 1990, consisted of only a few empirical studies on the consequences of a market orientation; most of these studies focused on the extent to which organizations adopted a market orientation. Their results suggest that a market orientation is likely to positively relate to business performance.

Publishing six months after Kohli and Jaworski, Narver and Slater (1990) set forth an exploratory study designed to develop a valid measure of market orientation. They cited authors, such as Levitt (1960), Kotler (1984) and Webster (1988), to support the statement that "a business that increases its market orientation will improve its financial performance" (Narver & Slater, 1990, p. 20). The authors, citing the works of others, made the statement that, for an organization to achieve above normal performance on a sustained basis, it must create a sustainable competitive advantage. The desire to provide value to customers requires a culture within the organization that will produce the behaviors necessary to maintain a sustainable competitive advantage. The culture that most effectively creates these necessary behaviors is market orientation. (Narver & Slater, 1990)

The findings of these studies support this researcher's hypothesis that market orientation is an important determinant of profitability. Researchers have emphasized that market orientation comprises a continuum of levels. The higher the degree of market orientation, the higher will be the level of profitability. (Kohli & Jaworski, 1990)

<u>Antecedents to Market Orientation</u>

Top management support and marketing planning, both important antecedents to market orientation, have been the basis for research studies. (Jaworski & Kohli, 1993; Pulendran, 2003) Marketing planning is a "widely used technology in marketing. It is the principle mechanism firms possess for aligning their efforts with the expectations of their customers" (Pulendran et al., 2003, p. 2). The aligning of efforts is similar to resource allocation in that top management has involvement in the process.

Felton (1959) and Webster (1988) stated that market orientation is the responsibility of top management. Kohli and Jaworski (1990) noted that one of the most important antecedents to a market orientation is senior management support. Their findings suggest that senior managers must be convinced of the worth of a market orientation and, in turn, communicate to the organization their commitment to such an orientation. Senior management must be willing to adapt to change and take any reasonable risk associated with the implementation of the orientation. The implementation of a market orientation is the result of the recognition of a gap between the current level of orientation and the organization's preferred level of orientation. (Kohli & Jaworski, 1990)

Narver and Slater (1990) added support to this premise by inferring from their research that the most successful top management teams are willing to adapt to the changes necessary to raise the level of the firm's market orientation. These authors concluded that the support of senior management is an antecedent of market orientation.

Harris and Ogbonna's literature review noted that, while there are ample anecdotal claims of a linkage between leadership style and culture, such as a market orientation, there are no studies which empirically address the issue. The purpose of their study was "to explore and describe the impact of top management leadership style in influencing the process of market development (Harris & Ogbonna, 2001, p. 1)." Their study found that management support is an antecedent to market orientation within the firm. Their research also concluded that the leadership style of senior managers has a direct influence upon the level of a market orientation within the firm. (Harris & Ogbonna, 2001) Thus, such theories examining effective leadership behavior, market orientation, marketing planning and senior management behavior provide the theoretical basis of this study.

Situational Leadership Theory

Situational leadership theory (SLT), as developed by Hersey and Blanchard, is similar to other contingency leadership theories. It holds that "effective leadership depends upon the ability of the leader to accurately diagnose situational conditions and to respond with appropriate combinations of behavior" (Goodson, McGee & Cashman, 1989, p. 446). The two dimensions of situational leadership are directiveness behavior and supportiveness behavior. These dimensions are spread over a continuum of four leadership styles. These styles are directing, coaching, supporting, and delegating. (Blanchard, 1997)

Research Question

This study proposed the following theoretical model to address the influence of the supportiveness behavior dimension of situational leadership theory upon a firm's market orientation and business performance. According to the research studies reviewed this appears to be a new variable relative to market orientation. The influence of top management support and marketing planning quality, known antecedents to market orientation, were used as control variables. Also addressed is the influence of market orientation upon business performance.

(INSERT FIGURE 1)

Market Orientation and Leadership

In 1960 Levitt noted that "marketing is the stepchild of most modern corporations" (Levitt, 1960, p. 1). He lamented that only rarely did a corporation have top management support for marketing innovation. He noted that, in the time period in which he was writing, most managers seemed unaware of the profit associated with creating new value satisfaction for the corporation's customers. Levitt was of the opinion that, for managers to seize upon these profits they had to assume responsibility for the imbuing of a guiding philosophy of creativity and value satisfaction throughout the corporation. The corporation had to be a leader. It had to force competitors to react to its actions rather than responding to the actions of others (Levitt, 1960). It was top management that forced such actions.

Based upon their literature review, Kohli and Jaworski cited three antecedents to a market orientation. The antecedents were senior management factors, interdepartmental dynamics, and organizational systems. They cited numerous authors, including Webster, in support of the premise that senior management was an important antecedent to a market orientation. Webster (1988) asserted that a market orientation originated with top management and that "customer-oriented values and beliefs are uniquely the responsibility of top management" (Kohli & Jaworski, 1990, p. 7).

Kohli and Jaworski concluded that age was not an antecedent to managerial support of market orientation. One of the propositions set forth by Kohli and Jaworski was that the greater senior management's educational attainment and upward mobility, the greater the market orientation of the organization. The authors again cited Webster (1988) who argued that "the key to developing a market driven, customer oriented business lies in how managers are valuated and rewarded" (Webster, 1988, p. 38).
Evaluation based on short-term profitability, at the expense of long-term business interests, would result in a lessening of a market orientation. (Kohli & Jaworski, 1990)

The findings suggested that senior managers had to be convinced of the worth of a market orientation and, in turn, communicate their commitment to such an orientation to the organization. Senior managers had to be willing to adapt to change and take any reasonable risk associated with the implementation of the orientation. The implementation of a market orientation resulted from the recognition of a gap between the current level of orientation and the organization's preferred orientation. (Kohli & Jaworski, 1990)

Research Question

The research question posed by this study is "Does the supportiveness behavior dimension of situational leadership theory, as perceived by the firm's CEO, influence the firm's market orientation and business performance?" Given the characteristics of leaders who exhibit supportiveness behavior, the intuitive answer to the research question would appear to be "yes". The body of research does not appear to adequately support this intuitive conclusion. This study uses an integrated model to address the issue of the positive influence of the supportiveness behavior dimension of situational leadership theory, as perceived by the CEO, upon a firm's market orientation as well as its business performance.

Theoretical Model and Study Variables

Prior studies have given insight into the major components of the theoretical model used in this research. These components include market orientation (Kohli & Jaworski, 1990, 1993; Narver & Slater, 1990, 1994; Desphande et al., 1993) and two of its antecedents, those being top management support and market planning quality; business performance (Kohli & Jaworski, 1990, 1994; Narver & Slater, 1990, 1994; Avlonitis &

Gournaris, 1995; Chang et al., 1999; McNaughton et al., 2002) and situational leadership theory's supportiveness behavior dimension (Hersey & Blanchard, 1993; Goodson et al., 1989).

The research model consisted of one dependent variable, two independent variables, and two antecedents to one of the independent variables. These two antecedents are used as control variables. The dependent variable is business performance. The chosen measures used to analyze business performance are growth in assets and growth in after tax profit, for the fiscal years 2003/2004 and 2004/2005. The data to compute the financial measures were submitted by the respondents from the annual audited financial statements of their respective banking institutions. These data are from the same annual audited financial statements that the financial institutions submitted to their governmental regulators. Therefore, the investigator is confident in the accuracy of the responses relative to financial information provided by the respondents.

One of the independent variables studied is the supportiveness behavioral dimension of situational leadership theory. Supportive behavior is "the extent to which the leader engages in two-way communication, listens, provides support and encouragement, facilitates interaction, and involves the follower(s) in decision making" (Zigarmi et al., 1997, p. 6). This variable was measured using the Section 2 (Supportive Behavior) component of the Leadership Action Profile II –Self Survey instrument. Questions were included within the survey instrument that addressed the supportiveness behavior dimension and are responded to using a seven-point Likert scale where 1 = Not at all and 7 = To an extreme extent. Representative survey items included: a) I encourage the free flow of ideas; and b) I make time to listen to employee questions and problems. The Cronbach's Alpha was .86, which meets the required threshold. (Hair et al., 1998)

The other independent variable studied is the level of market orientation within the financial institution of each of the respective respondents. The definition of market orientation was that used by Narver and Slater (1990). Their definition of the term contains three behavioral components and two decision criteria. The three behavioral components were customer orientation, competitor orientation, and interfunctional discipline. The two decision criteria are profitability and long-term focus (Narver & Slater, 1990). Their instrument contained questions that are responded to using a seven-point Likert scale. Items in the survey instrument used in this study were taken for the Narver and Slater instrument and used a 7 point Likert scale where 1 = Not at all and 7 = To an extreme extent. Representative survey items included: a) We measure customer satisfaction systematically and frequently; and b) Our strategy for competitive advantage is based on our understanding of customer needs. The Cronbach's Alpha was .70 which meets the required threshold.

Narver and Slater more specifically define each of the three behavioral components of market orientation as follows. Customer orientation is the "sufficient understanding of one's target buyers to be able to create superior value for them continuously" (Narver & Slater, 1990, p. 21). Competitor orientation is the understanding of existing and potential competitors strengths, weaknesses, capabilities, and strategies in both the short and long term. And, interfunctional discipline is the coordination of activities and resources within the firm with the objective of creating superior customer value. The scale items used to compute marketing planning and top management support were drawn from the instrument written by Pulendran, Speed and Widing (2003). The Cronbach's Alphas for these two antecedents were .81 and .69, respectively. According to Hair et al. "The generally agreed upon lower limit for Cronbach's alpha is .70, although it may decrease to .60 in exploratory research" (p.118).

Demographics of the Involved Population

Community banks were chosen as the study population. There are approximately 8,601 such banks and savings associations in the United States. (Federal Deposit Insurance Corporation, 2003) Community banks and savings associations in the states of Florida, Georgia, Tennessee, North Carolina and Virginia comprised the study population. A total of 926 institutions was selected from the directories published by the various state bankers' associations. There were two selection criteria: 1) that the bank not be part of a super-regional or nation-wide bank holding company, and 2) that the bank be at least three years old.

The same survey instrument used to pilot the study was used in the final study. A total of 926 survey questionnaires, including the 263 contained in the pilot study.

(INSERT TABLE 1)

Results of the Study

Statistically significant relationships, at the 0.000 level, were found between market orientation and the supportiveness behavior dimension, top management support, and marketing planning quality. The relationship between market orientation and the measures of business performance was mixed. There were statistically significant relationships between market orientation and growth in total assets for the time period 2003/2004 and growth in profit after taxes for the time period 2004/2005. The significance levels were 0.019 and 0.023 respectively. This was not the case for the relationship between market orientation and growth in total assets 2004/2005 and growth in profit after tax 2003/2004. These levels were statistically non-significant at .433 and .868 respectively. No levels of statistically significant relationships were found between supportiveness behavior and top management support as they related to the measures of business performance. However, marketing planning quality was found to have a statistically significant relationship to growth in total assets for the time period 2003/2004, as well as for the time period 2004/2005. These levels were 0.000 and 0.015 respectively.

Table 2 sets forth the mean, standard deviation, alphas and bi variate correlations of the variables.

(INSERT TABLE 2)

Table 3 sets the standardized beta coefficients, equation R^2, hypotheses and test results arising from the statistical analysis.

(INSERT TABLE 3)

Discussion of Hypotheses

In the regression equations related to H1, market orientation was regressed onto four individual measures of business performance. The four measures of business performance were growth in total assets for the periods 2003/2004 and 2004/2005 and growth in profit after tax for the same two time periods. The results were mixed.

The regression equation related to growth in total assets 2003/2004 was significant: $F(1,179) = 5.62$, $R^2 = 0.03$, $p = .02$ and $\beta = .175$. The sign of the beta was positive, therefore, the results support Hypothesis 1.

The regression equation related to growth in profits after tax 2004/2005 was also significant: F (1,179) = 5.25, R^2 = .03, p = .02 and β = .169. The sign of the beta was positive, therefore the results support Hypothesis 1.

The regression equation related to growth in total assets 2004/2005 was not significant: F (1,179) = 0.62, R^2 = .00, p = .43 and β = .06. And, the regression equation for growth in profits after tax 2003/2004 also was not significant: F (1,179) = 0.03, R^2 = .00, p = .87 and β = -.012. They do not support Hypothesis 1

Two of the four regression equations related to the relationship between market orientation and the measures of business performance were positively significant and two were not positively significant. Therefore, Hypothesis 1 is rejected.

These results are contrary to the findings of Narver and Slater (1990), Kohli and Jaworski (1990, 1993), Desphande et al. (1993), Chang and Chen (1998), Noble (2002) and McNaughton (2002). They do however perhaps compliment the findings of Greenley (1995) who found that market orientation might be uneconomical in some environments.

The regression equation related to H2, where market orientation was regressed on market planning quality, top management support and supportiveness behavior, was significant: F (3,177) = 24.9, R^2 =.30, and p= .000. All three variables were responsible for the effect: marketing planning quality (β = .17, p = .014), top management support (β = .242, p = .001) and supportiveness behavior dimension (β = .29, p = .000). The signs of all the betas were positive; therefore, the results support Hypothesis 2 and it is accepted.

The researcher has found no other research that specifically addresses this particular management behavioral aspect, that is, the supportiveness behavioral dimension of situational leadership theory, and its relationship to market orientation. The necessity for market orientation to have the support of top management has been noted by numerous authors, such as Levitt (1960), Hambrick and Mason (1984) and Kohli and Jaworski (1990). The finding of a positive and significant relationship between market planning quality and market orientation are supported by the findings of Simkin (2002) and Pulendran et al. (2003).

Of particular note is the fact that, when these two generally accepted antecedents to market orientation were combined with the supportiveness behavior dimension of situation leadership theory, an equation R^2 of .30 with a p = .000 was generated. This raises a question as to whether the supportiveness behavior dimension, as defined by situational leadership theory, is an antecedent to market orientation.

In the regression equations related to H3, the supportiveness behavior of the firm's chief executive officer was regressed onto the four measures of business performance previously noted. The regression equation related to growth in total assets for 2003/2004 was not significant: F (1, 179) =0.306, R_2 = .00, p = .581 and β = .041. The regression equation related to growth in total assets for 2004/2005 was also not significant: F (1,179) = 138, R_2 = .00, p = .711 and β = .028. Growth in profit after tax for 2003/2004 showed different results. This regression equation was significant: F (1,179) = 3.884, R^2 = .02, p = .05 and β = -.146. However, the sign of the beta was negative and therefore did not support Hypothesis 3. The regression equation related to growth in profit after tax for 2004/2005, also was not significant: F (1,179) = .020, R^2 = .00, p = .889 and β = .010.

None of the four regression equations related to the relationship between the supportiveness behavior dimension and the measures of business performance was significant. Therefore, Hypothesis 3is rejected.

Implications of the Study to Current Theory in the Discipline

Two implications of consequence to current theory are noted as a result of this study. The first implication is that the supportiveness behavior dimension of situational leadership theory has a positive and significant influence relative to market orientation. While there has been ample research on market orientation, there is limited empirical research, as previously noted, to support the intuitive appeal of situational leadership theory. These findings add to the base of knowledge regarding situational leadership theory in general and its supportiveness behavior dimension in particular. The author did not find any other studies that specifically addressed this relationship.

The second implication, relative to current theory, is the finding that, in this particular study, there was not a consistent positive significant relationship between market orientation and business performance. This finding is contrary to findings of numerous authors, as previously noted, who have found significant positive relationships between market orientation and business performance.

The finding that market orientation does not have a statistically positive relationship to business performance, and therefore may be uneconomic in the community banking industry, is counter-intuitive. Banking is one of the few industries where the customer, a key factor in market orientation, is also the major provider/vendor of the firm's basic raw materials inventory; that is funds. The typical customer is one who purchases a firm's revenue generating products. In the case of banking, the principal products are loans of various sorts, such as auto loans, home mortgages, and commercial and industrial loans. The customer also purchases products from the bank which generate expense to the bank. These expense generating products are deposit liabilities, such as checking and savings accounts and certificates of deposit. Without the funds produced by the expense generating products, the bank would have fewer funds to lend thus reducing its supply of revenue generating products to sell. Given the importance of the customer in this scenario, it would seem that the orientation to the customer would not only be significant but necessary almost irrespective of the cost.

These findings regarding market orientation and business performance might be impacted by the geographic area surveyed the nature of the service industry surveyed, or, the fact that these firms have a relatively small number of employees as compared to other studies which garnered different results.

Limitations of the Study

The researcher acknowledges that the two period timeframe measurement of business performance may have been insufficient. A longitudinal study may have yielded different results regarding the relationship between market orientation and measures of business performance in the community banking industry. Also, a study that was more geographically expanded may have yielded different results as to this relationship.

The decision was made to make the CEO the proxy for all of top management when measuring market orientation and supportiveness behavior. This may have had some impact upon the results of the study.

Implications of the Findings

The findings of the study have value to both scholars and practitioners because they build upon previous research on market orientation and situational leadership theory.

The study showed that supportive behavior on the part of the CEO accounts for a portion of the level of market orientation in a positive and significant way. This managerial characteristic may be found to be of value when evaluating a CEO.

Recommendations for Future Research

Harris and Ogbonna (2001) conclude that the leadership style of senior managers has a direct influence upon the level of market orientation within the firm. This study would support their conclusion. It would be of interest, however, to test for both the supportiveness behavior dimension and the directiveness behavior dimension of situational leadership theory by using the same instrument and the same study population. Studies of other service industries with a small number of employees would also expand the knowledge base related to this matter.

Additionally, it could be that community bank CEOs, the focus of this study, behave differently than CEOs of large bank holding companies or super-regional, nationwide or international banks. The impact of the CEO in a large environment may be quite different than the impact or influence of a CEO in a small environment, such as a community bank.

Conclusions

The research problem addressed by this study related to the influence of the CEO's supportiveness behavior on the market orientation paradigm of the firm, and the business performance as measured by select financial data. One can conclude from this investigation that market orientation and supportiveness behavior are positively related at a level of statistical significance.

The positive relationship between market orientation and two of its known antecedents, top management support and marketing planning quality, was also confirmed. Additionally, it was shown that there is a positive relationship between the supportiveness behavior dimension and market orientation. This relationship, when combined with the two generally accepted antecedents previously mentioned, generated an R^2 of .30 with a $p<.01$. Perhaps the supportiveness behavior dimension of situational leadership theory is the management style that increases market orientation to its highest level; or, is even an antecedent of market orientation. The questions are raised, but not answered, by this research.

TABLES

Table 1: Final Study: Descriptive Statistics of the Study Population

Category (181 Respondents)		Year End	
	2003	2004	2005
Asset Size ($ millions)			
Mean	210	243	286
Standard Deviation	202	228	273
Range	16 - 1476	22 - 1639	23 - 1801
Profit After Tax ($ millions)			
Mean	1.9	2.5	3.1
Standard Deviation	2.5	2.7	3.0
Range	(-1.5) – 19.4	(1.5) – 20.1	(1.7) – 16

Table 2: Relational Significance Levels and Alphas of the Study Variables

Variable	N	Mean	Std Dev	Mkt Ort	Sup Beh Dim	Top Mgt Sprt	Mkt Plng Qlty	GTA 3/4	GTA 4/5	GPAT 3/4	GPAT 4/5
Mkt Ort	181	4.8664	0.8069	0.70							
Sup Beh Dim	181	5.6980	0.6833	0.000**	0.86						
Top Mgt Spt	181	5.2196	0.8257	0.000**	0.000**	0.69					
Mkt Plng Qlty	181	4.3550	1.1589	0.000**	0.000**	0.000**	0.81				
GTA 3/4	181	32.7107	41.9512	0.019*	0.581	0.701	0.000*	-			
GTA 4/5	181	42.9783	78.0715	0.433	0.711	0.714	0.015*	0.000**	-		
GPAT 3/4	181	0.5085	1.0941	0.868	0.050	0.381	0.874	0.000*	0.003	-	
GPAT 4/5	181	0.6346	1.2893	0.023	0.889	0.449	0.593	0.000**	0.000**	0.11	-

Alphas run on the diagonal.
** - Correlation is significant at the 0.01 level (two tailed).
*   - Correlation is significant at the 0.05 level (two tailed).

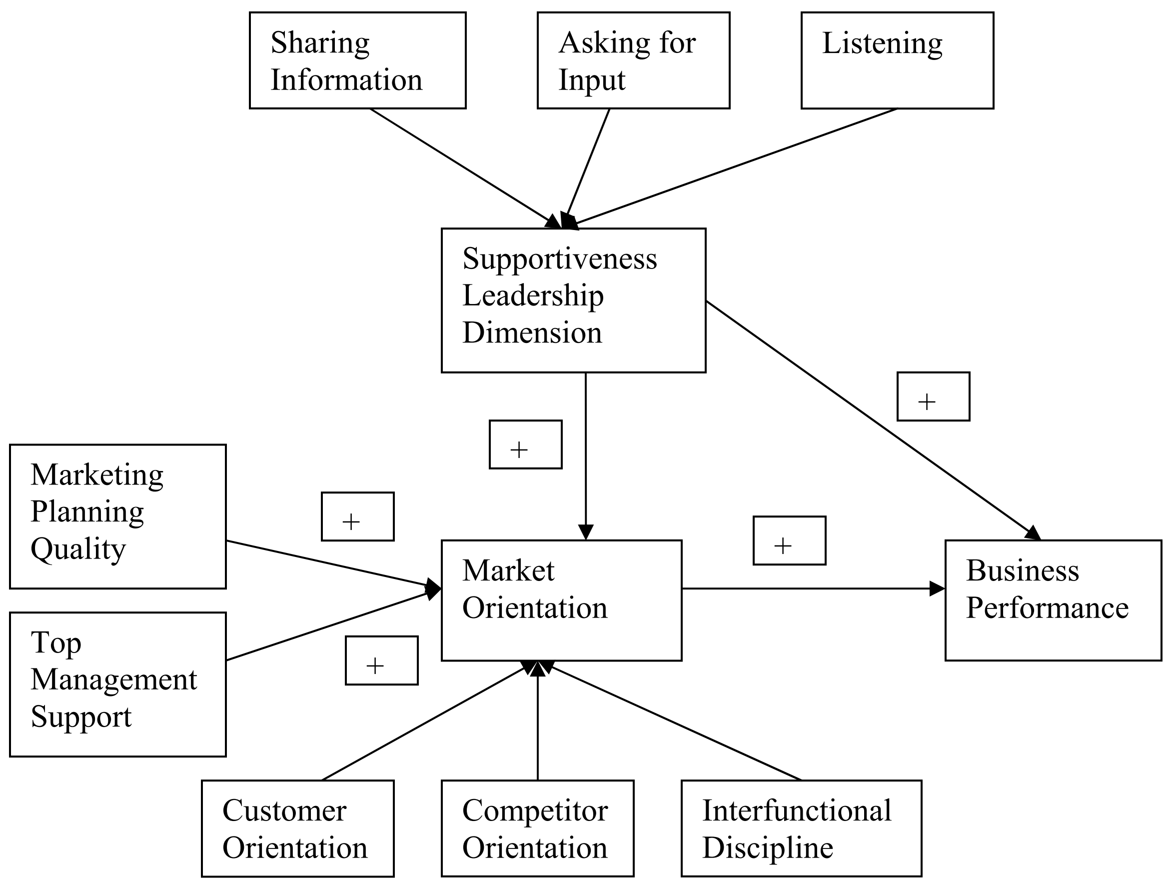
Table 3: Results of Hypothesis Testing.

Test	Hypotheses	Standardized Beta	Equation R^2
Rejects H1	H1: There is a positive relationship between the firm's market orientation and its business performance		
	Dependent Variable: GROTA54 Independent Variable: Market Orientation	.059#	.06#
	Dependent Variable: GROTA43 Independent Variable: Market Orientation	.175**	.03**
	Dependent Variable: GROPAT54 Independent Variable: Market Orientation	.169**	.03**
	Dependent Variable: GROPAT43 Independent Variable: Market Orientation	-.012#	.00#
Supports H2	H2: There is a positive relationship between the supportiveness behavior dimension of the chief executive officer and the firm's market orientation		
	Dependent Variable: Market Orientation Control Variable: Market Planning Quality Control Variable: Top Management Support Independent Variable: Supportiveness Behavior	.170* .242* .289*	.30*
Rejects H3	H3: There is a positive relationship between the supportiveness behavior dimension of the chief executive officer and the firm's business performance		
	Dependent Variable: GROTA54 Independent Variable: Supportiveness Behavior	-.028#	.00#
	Dependent Variable: GROTA43 Independent Variable: Supportiveness Behavior	.041#	.00#

	Dependent Variable: GROPAT54 Independent Variable: Supportiveness Behavior	.010#	.00#
	Dependent Variable: GROPAT43 Independent Variable: Supportiveness Behavior	-.146**	.02**
	*p= or <.01; **p= or<.05; #p=not significant		

FIGURES

Figure 1: Theoretical Model



REFERENCES

Ashley, A., & Patel, J. B. (2003). The impact of leadership characteristics on corporate Performance. *International Journal of Value Based Management, 16,* (3), 211.

Avlonitis, G. J, & Gounaris, S. P. (1999). Marketing orientation and its determinants: An empirical analysis. *European Journal of Marketing, 33,* (11/12), l003.

Blanchard, K. (1997). Getting to Know the LBAII: *Research, Validity, and Reliability of the Self and Others Forms*. Escondido, CA: The Ken Blanchard Companies.

Chang, T.Z., & Chen, S.J. (1998). Market orientation, service quality and business profitability: A conceptual model and empirical evidence. *The Journal of Services Marketing, 12,* (4), 246.

Chang, T. Z., Mehta, R., Chen, S.J., Polsa, P., & Mazur, J. (1999). The effects of market orientation on effectiveness and efficiency: The case of automotive distribution channels in Finland and Poland. *The Journal of Services Marketing, 13,* (4/5), 407.

Deshpande, R., Farley, J.U., & Webster, F.E. (1993). Corporate culture, customer orientation, and innovativeness. *Journal of Marketing, 57,* (1), 23.

Federal Deposit Insurance Corporation (2003). *A Statistical Profile of the United States Banking Industry.* Washington, D. C.: FDIC.

Federal Deposit Insurance Corporation (2005). *Statement of John M. Reich, Vice Chairman Federal Deposit Insurance Corporation on Regulatory Burden Relief Efforts before the Subcommittee on Financial Institutions and Consumer Credit of the Committee on Financial Services, U.S. House of Representatives.* Washington, D.C.: FDIC.

Felton, A.P. (1959). Making the marketing concept work. *Harvard Business Review,* *37,* (4), 55.

Goodson, J. R., McGee, G. W., & Cashman, J.F. (1989). Situational leadership theory: A test of leadership prescriptions. *Group & Organizational Studies, 14,* (4), 446.

Greenley, G. E. (1995). Market orientation and company performance: Empirical evidence from the UK companies. *British Journal of Management, 6,* 1.

Hair, J.F., Anderson. R.E., Tatham, R.L., & Black, W.C. (1998). *Multivariate Data Analysis.* Upper Saddle River, NJ. Pearson Education.

Hambrick, D. C., & Mason, P.A (1984). Upper echelons: The organization as a reflection of its top managers. *The Academy of Management Review, 9,* (2), 193.

Harris, L.C. (2002). Sabotaging market oriented culture change: An exploration of resistance justifications and approaches. *Journal of Marketing Theory and Practice, 10,* (3), 58.

Harris, C.H., & Ogbonna, E. (2001). Leadership style and market orientation: An empirical study. *European Journal of Marketing, 35,* (5/6), 744.

Hersey, P., & Blanchard, K. H. (1993). *Management of Organizational Behavior.* Englewood Cliffs, NJ: Prentice Hall.

Jaworski, B.J., & Kohli, A. K. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing, 57,* (3), 53.

Kohli, A. K., & Jaworski, B.J. (1990). Market orientation: The construct, research propositions, and managerial implications. *Journal of Marketing, 54,* (2), 1.

Kotler, P. (1984). *Marketing Management: Analysis, Planning, and Control.* Englewood Cliffs, NJ: Prentice-Hall, Inc.

Levitt, T. (1960). Marketing myopia. *Harvard Business Review, 38,* (4), 45.

McNaughton, R. B., Osborne, P., & Imrie, B.C. (2002). Market-oriented value creation in service firms. *European Journal of Marketing, 36,* (9/10), 990.

Narver, J.C., & Slater, S.F. (1990). The effect of a market orientation on business profitability. *Journal of Marketing, 54,* (4), 20.

Noble. C. H., Sinha, R. K., & Kumar, A. (2002). Market orientation and alternative strategic orientations: A longitudinal assessment of performance implications. *Journal of Marketing, 66,* (4), 25.

Pulendran, S., Speed, R., & Widing, R.E. (2003). Market planning, market orientation and business performance. *European Journal of Marketing, 37,* (3/4), 476.

Simkin, L. (2002). Barriers impeding effective implementation of marketing plans – a training agenda. *Journal of Business & Industrial Marketing, 17,* (1), 8.

Slater, S. F., & Narver, J.C. (1994). Does competitive environment moderate the market orientation – performance relationship? *Journal of Marketing, 58,* (1), 46.

Waldman, D. A., Ramirez, G. G., House, R. J., & Puranam, P. (2001). Does leadership matter? CEO leadership attributes and profitability under conditions of perceived environmental uncertainty. *Academy of Management Journal, 44,* (1), 134.

Webster, F.E. (1988). Rediscovering the marketing concept. *Business Horizons, 31,* (3), 29.

Zigarmi, D., Edeburn, C., & Blanchard, K. (1997). *Getting to Know the LBA II: Research, Validity, and Reliability of the Self and Other Forms.* Escondido, CA: The Ken Blanchard Companies.