

## **Customer Service, Entrepreneurial Orientation, and Performance: A Study in Health Care Organizations in Hong Kong, Italy, New Zealand, the United Kingdom, and the USA**

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### **Executive Summary**

This article examines the utility of a personality oriented instrument in predicting service-orientation, goal-orientation, and general performance in health care organizations in Hong Kong, Italy, New Zealand, the United Kingdom, and the United States of America. Employees completed a personality-oriented employment questionnaire that has been previously examined and had managerial and professional evaluations done of their levels of service oriented, goal-oriented, and general on-the-job performance. Based on the five dimensional structure derived for the personality-oriented inventory, we were able to explain from 22.7 (Hong Kong) to 36.1 (Italy) percent of service-oriented performance, 40.5 (New Zealand) to 52.3 (United Kingdom) percent of general performance, and 28 (New Zealand) to 43.3 (Hong Kong) percent of goal-oriented performance on the job.

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### **Introduction**

Recently there has been a dramatic increase in the attention given to human resource management issues in non-manufacturing service businesses as they pertain to the professional (e.g., scientists, engineers, and research and development specialists) and managerial occupational groups (Buckley, Carraher, Ferris, & Carraher, 2001; Huang & Carraher, 2004; Sullivan, 1999). Work in technical/professional oriented businesses is considerably different than that in any of the other environments in which professionals and managers typically practice (Miner & Smith, 1994; Parnell, Carraher, & Odom, 2000) as their external and internal environments may be neither well defined nor well understood and this can create a set of unique demands on the activities of both supervisors and those supervised (Eisenhardt, 1989). Further, the environment in these rapidly changing organizations results in a fundamental dilemma for management practitioners because there is a need to be both structured (in terms of making timely decisions concerning rapidly changing situations) and flexible (able to shift rapidly due to changes in the situation).

The observability of performance in health care organizations is seemingly beset with challenges because much of the output in this environment may be intellectual in nature and