Testing a Model of Key Antecedents of Customer-Oriented Deviance (COD)

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Abstract

While frontline employees (FLEs) commonly bend organisational rules and norms for customers, little is understood about the behavioural phenomenon. This study investigates this phenomenon and its key antecedents based on a newly developed concept termed Customer-Oriented Deviance (COD). COD is “extra-role behaviours that frontline employees exhibit that these employees perceive to defy existing expectations or rules of higher authority through service adaptation, communication and/or use of resources.” Using a sample of 616 online panel members, the analysis demonstrate COD to be four-dimensional and there are differential effects of role conflict, empathy/perspective-taking, risk-taking propensity and job autonomy on COD dimensions. The complexity of COD behaviors presents implications for service marketing theory and practice.

Key words: Over-servicing, positive deviance, customers

1 This is an abbreviated version of a full-paper submitted for approval into the Proceedings of the ANZMAC2011 Conference.