

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

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Abstract¹

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

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