

THE INFLUENCE OF MARKET ORIENTATION ON DEPARTMENT
STORE FLOOR MANAGERS' JOB PERFORMANCE - THE
MEDIATING ROLES OF ORGANIZATIONAL INNOVATION AND
PERCEIVED ORGANIZATIONAL SUPPORT

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Abstract

In the face of rapid changes department store operators must seek sustainable development way to survival in the market. This study addressed the topic on the influence of Market Orientation, Organizational Innovation and Perceived Organizational Support on Department Store Floor Managers' Job Performance. The participants of this study were department store floor managers from Southern Taiwan. Data were collected by using purposive and snowball sampling method, total 251 effective questionnaires were returned. Data analysis included descriptive data analysis, factor analysis and reliability analysis, Pearson's correlation and regression analysis. The main results were as follows: 1. Department store market orientation has positive effect to organizational innovation, perceived organizational support, and job performance. 2. Department store floor managers perceived organizational support and organizational innovation has positive effect to job performance. 3. Department store floor managers perceived organizational support and organizational innovation has the mediation effect between the market orientation and job performance.

Keywords: Market Orientation; Organizational Innovation; Perceived Organizational Support; Job Performance; Department Store floor managers

Introduction

As the global economic development trend has changed, Taiwan has also shifted from traditional agriculture to construction and production industries, and then to service industries. According to Executive Yuan Taiwan (2018) there were 6.79 million employed in the service industry accounting for 59.38% of the total employment in June 2018. It showed that the service industry has become the main body of our economic activities. In the Standard Industrial Classification System, department stores belong to the general merchandise sales industry as: "a retail store engaged in the sale of a variety of merchandise products in a non-specific monopoly form" (Executive Yuan, 2016). Taiwan's business mode of department store is based on the "counter system" which the store public facilities, environmental atmosphere creation and counter investment promotion plan are integrated and planned by department store. Department store would draft strategies such as target customers, product combinations, floor composition, service functions, etc., and draft contracts according to their set conditions and solicit cooperative partners to participate in operations. Participating manufacturers must accept the management supervision of the department store and cooperate with the over-

all operating policy. They should bear the assigned business goals and pay operating rights and management costs at the same time. If the partner company violates the department store's policies or fails to achieve the expected business goals, the department store has the right to terminate its right to participate in the operation. Consequently, the department store floor managers not only need to manage, communicate with the partner companies' business but also assist to settle the customers complain.

Department stores in Taiwan have been increasing their turnover since 2009. In 2015 turnover was NT\$ 318.9 billion, an increase of 4.2% per year, which is growing for 7 consecutive years. According to Ministry of Economic Affairs of department statistics (2016) the second half of 2016 is the peak sales season for department stores, it is estimated that the overall turnover of department stores will have the opportunity to move towards NT\$ 330 billion mark. Taipei is the city with the highest density of department stores in the world. Compared to Tokyo, Japan, which has an average 300,000 people to support one department store; Taipei City has an average of 87,000 people to support one department store. Approximately half square kilometers with 11 department stores (Taiwan Council of Shopping Centers, 2006).

However, due to the impact of e-commerce and changes in consumer habits in the new era, global physical department stores are facing operational difficulties, and some department stores have announced closures. After 18 years of operation, Taipei Living Mall officially cease operations after November 30, 2019. Department store operators must seek a survival foundation with development potential in the market before they would be eliminated in the fierce market competition. Therefore, many companies use market orientation to demonstrate successful innovation and meet customer needs.

If companies can effectively use market orientation, give priority to customer interests, meet customer needs, understand competitor dynamics, and perceive market changes more efficiently than competitors, it will help improve business performance and become a key element of sustainable business operations (Mavondo, Chimhanzi, & Stewart, 2005). In the era of the knowledge economy, the competitive advantage of an organization comes from the organization's continuous generation and application of new knowledge in order to respond to the rapidly changing environment. Organizational innovation is a novel concept that can be used to initiate or promote a product, process, or service to enhance organizational effectiveness

(Robbins, 2001). For department store floor managers, the interactive interpersonal networks are the directors and colleagues in the organization. By caring for each other would influence behavior, the higher the organizational support perceived by employees, the higher the positive mood they feel. A study of Taiwanese full-time employees found that perceived organizational support can increase employee happiness and affect job performance. If companies expect sustainable operations and employees work hard. Employees should be rewarded, cared and respected; companies must be given the necessary support and assistance to achieve good job performance (Lin, Lu, Wu, & Wu, 2012). This study takes department store floor managers as the research object, and explores the department store's market orientation, the degree of organizational innovation, the organizational support perceived by floor managers, and these impacts on job performance within the company. It is hoped that this research will provide a reference for academia and the service industry to evaluate human resource management.

Literature Review

Market Orientation (MO)

With the dynamic environment and fierce market competition, many companies are facing crisis. The company's main operating goal is to meet the di-

verse needs of customers. The market orientation is to create customer value as the goal. Enterprises can not only meet customer needs, perceive competitors' dynamics, but also have to integrate and share information across departments through internal cross-functional coordination. Developing a competitive advantage that is conducive to business operations and become the goal of sustainable business operations. Market orientation is not a sales concept of the sales and marketing departments, but collection processes that contacts all departments of the company and a holistic business philosophy where every department is involved (Shapiro, 1988). In the process of MO development, many researchers take the "organizational culture" perspective- the formation model of corporate culture; and "organization activity" perspective- a series of related process behaviors of the enterprise.

(1) Organizational Cultural Perspectives: "the necessary behavior that organizational culture can most effectively and efficiently create superior value for customers and then create sustainable superior performance for the company" that contained customer, competitors and internal function coordination. Companies will pursue the "long-term profit" in order to maximize the long-term performance of the organization. The company must continue to create superior value to

meet target customers (Narver & Slater, 1990).

(2) Organizational Activities Perspective: "the entire organization uses market intelligence and disseminates information across the organization to provide customer value". They believe that market orientation includes the response to market intelligence after collecting relevant market information of customers, competitors and technology, and transmitting and coordinating market information across departments (Kohli & Jaworski, 1990).

Recently researchers reclassified MO into two aspects, "responsive market orientation" and "expected market orientation" in the relationship between market orientation and new products. Responsive MO is a company attempts to understand and meet the clear needs of customers, focus on the existing knowledge and experience of the company, and thoroughly understand the existing customers and the needs they want to express. Expected MO is the company attempts to understand and meet the potential expectations of customers, their underlying demand is unseen, and the customer cannot clearly express it (Narver, Slater & MacLachlan, 2004). Kirca, Satish and Bearden (2005) studied MO pre- and outcome variables and found MO pre-variants include high-level management, departments'

integration and organizational system factors. Outcome variables contains organizational performance, innovation, employee and customer level.

Organizational Innovation (OI)

The most effective way to maintain an organization's competitive advantage to enable the organization to operate sustainably is through constant change and innovation while facing dynamic environment and fierce market. Organizational innovation is mainly to improve the employees work efficiency or achieve the goals, and then enhance organizational performance. OI is the intentional introduction and application of new methods in the ideas, processes, products, and procedures of roles, groups or organizations (West & Farr, 1990). In the process of solving the problem, the OI activities involved product design, product functions innovation, departments coordination, company resources, structure and strategy coordination (Dougherty & Bowman, 1995). Tsai (2008) defined OI is the behavioral manifestation of employees to find, establish, execute, and successfully implement ideas for new technologies, techniques, or new products to become useful products or services (Tsai, 2008). Researchers considered OI is divided into four perspectives as follows:

(1) Product Perspective: New products produced or designed by the organ-

ization. Scholars even prejudged OI with new products, technologies, and services (Kochhar & Parthiban, 1996).

(2) Process perspective: Identify OI as the "process" not the "outcome" of the product. It includes three components: innovation motivation, work area resources, and organizational innovation management skills. Amabile (1988) divided OI process into five stages: setting an agenda, setting procedures, drawing up detailed execution goals and generating ideas, creative testing and implementation, and results evaluation.

(3) Binary perspective: Using a dual view of products and processes to define OI. Dougherty and Bowman (1995) believed that OI is a complex problem-solving process that includes diverse concepts, not only products but also creative processes. It is defined by the process of the organization's new products, services, and creation, or the creativity of existing technologies, concepts, and methods.

(4) Multiple perspectives: This group of scholars believes that OI from the perspective of products or processes is mostly focused on the technological innovation, however the management innovation of policies or programs are ignored. OI should include multiple indicators, it should be the activities that are naturally generated within the organization or that the organization has purchased. The activity should be new to

the organization, and it can be equipment, systems, policies, programs, processes, products and services (Damanpour, 1991). Therefore, scholars advocate technological innovation (including products, processes, and equipment) and management innovation (including systems, policies, programs, and services) to define organizational innovation. The pattern of OI in the service firms was divided into four aspects: product/service innovation, process innovation, internal organization innovation, and external relationship innovation (Djella & Gallouj, 2001).

Perceived Organizational Support (POS)

The organization's commitment and loyalty to employees does affect employee behavior. POS was whether the organization would reward employees' efforts and to meet the needs of employees' appreciation and recognition. It was defined as the overall perception aggregate formed by employees' awareness of their contributions in organization, and whether the organization truly cares about employee benefits. Eisenberger, Huntington, Hutchison and Sowa (1989) believed that POS will enable employees to (1) perform their duties, (2) perform emotional and computational investment in the organization, and (3) innovate to meet organizational expectations even in the absence of direct rewards. POS is a

subjective judgment and cognition of employees. When employees perceive the organization's support, whether the organization provides real compensation or emotional needs, the employee's feelings and induction can evaluate the level of support provided. This will result in employees perform in favor of their organizational behavior (Eisenberger, Fasolo, & Davis-LaMastro, 1990).

Theory of POS

Few theories are underlying psychological mechanisms of POS.

(1) Social-exchange theory was first proposed by Homans scholars at Harvard University to explore the exchange behavior between people. The core of the theory of social-exchange is the norm of reciprocity. Regardless of whether the reward is tangible or intangible, the process of exchange behavior is exchanging rewards. To get good treatment from others, it is also necessary to actively respond to each other. Employees will give effort and show loyalty to the organization with a substantial reward such as raises, benefits, or social emotional responses, such as being cared for and appreciated (Eisenberger, Cummings, Armeli, & Lynch, 1997).

(2) Psychological contract theory is "the beliefs and expectations that employees hold about mutual responsibilities and obligations between employees and the organization." It is generally

divided into transactional contracts and relational contracts. Transactional contracts are stable and narrow in scope, which are general contracts. Relational contracts are deeply embedded in social relations networks, especially in considerations related to interpersonal relationships, social emotions, and value bases. Most research in POS favors relational contracts, which means that employees perceive their mutual obligation relationship with the organization (Rousseau & Parks, 1993).

(3) Effort-reward expectation theory proposed that when employees POS, they will increase employee participation and performance through effort-reward expectancy and affective attachment to achieve organizational goals. The reward expectation will make employees think that the organization attaches importance to employees' contributions, so that employees will have a psychological reward for the organization. When employees have a positive emotional attachment to the organization, they'll be willing to contribute to the organization (Eisenberger et al., 1990).

(4) Need for social emotion theory- Based on the social-exchange theory, receiving social emotional support will increase personal work effort, and POS can meet a variety of need for social emotion. And whether individuals will reward the organization with good performance will increase as social emo-

tional needs increase (Eisenberger et al., 1990). When the individual's emotional needs are stronger, the value of POS and the individual's obligation to reciprocate the organization with good performance are also higher. Therefore, meeting the social and emotional needs of employees will motivate employees to work harder to give back to the organization's obligations, and this obligation will drive the employees' performance.

Job Performance (JP)

Job performance (JP) has been an issue of concern to organizations from the 19th century to the present day. It is the criterion for assessing the achievement of an organization's goals. Enterprises are composed of employees, and whether employees can reach their full potential has a great impact on the productivity and profitability of enterprises. It has five approaches to express performances: (1) Achieve the organization's tasks; (2) Voluntarily engage in work outside of his or her own status; (3) Become assisting peers or customers; (4) Follow the organization's work rules and operating procedures; (5) Fully support the organization's policies and goals (Borman & Motowidlo, 1993). Others believed that job performance is based on the standards set by the employees. Evaluate the effectiveness of the tasks or roles given to the corporate group or organization by

showing whether the quality or quantity of work achieved the goal (Huang & Lin, 2014).

Evaluation of JP

The goal of business operation is to improve business performance. It is not only the direction that managers strive to pursue, but also the overall performance of the company's goals. The available resources are limited in the enterprise, in order to maximize the effectiveness, performance evaluation plays an important role in management. There are several ways to evaluate employee performance (Cardy & Leonard, 2011).

(1) The JP of the employees evaluated by their direct supervisor. Supervisors have the best position to observe employees. (2) The JP of the superior evaluated by subordinates. Employees have frequent contact with supervisors, it is feasible to evaluate supervisors' management performance. However, there must be a complete anonymous supporting plan to protect subordinates. (3) Peer evaluation- The most frequently interacted employees are colleagues in the same team. Peer review is the most direct JP evaluation. However, it should be considered that employees are less trained in JP evaluation, and there may be situations where colleagues shield each other. (4) Employee self-evaluation- Employees themselves evaluate their performance

at work, so that employees clearly understand what they expect to achieve. If the criteria are set, employees are suitable for self-evaluation, but this method often causes employees to overestimate self-performance and cause errors. (5) Employees evaluated by customers- Customer response has a decisive influence on the company's development. It is necessary for customers to evaluate employees, so customer opinions should be included in job performance evaluation. (6) 360 degree feedback- It is a "Multiple- source multiple-rater feedback" (MSMR) technology which through the process of collection and analysis of multiple data to assist individuals to grow, develop or act as a way to evaluate individual performance in order to achieve a fairer and more fair evaluation. 360-degree feedback pays more attention to the skills needs of cross-department and organization, because the evaluation targets include themselves, superiors, subordinates, colleagues and external related personnel (Bailey & Fletcher, 2002).

In the study of organizational behavior, the employee's contribution level is often measured by the employee's JP. Everyone's perception or emphasis on JP is different, and the organization will set an equitable reward and punishment system based on the

employee's JP. If the employees' efforts within their ability can be rewarded with satisfactory results under the performance evaluation, they can achieve the expected results.

Relevant research

Gathering information about customers and competitors and then pass to the enterprise in response to the changing environment becoming survival and success reasons of the organization. Especially when customer preferences change how to have flexibility across functions and quickly respond to customer needs. A research of frontline travel consultants indicate that POS has moderating effect between MO and the perceived ability to better service customers (Herington & Weaven, 2009). Others examined the relationships among MO, organizational learning, OI, and organizational climate of international tourist hotels and results shown that MO have significant positive effects on OI (Hsu, Wang, Jhong, & Ju (2014). Bello and Adeoye (2018) studies manufacturing companies in Lagos metropolis, Nigeria and found organizational learning had a positive correlation with OI; OI in turn had positive correlation with organizational performance and organizational learning also had positive correlation with organizational performances. An empirical study provide

support for the direct impact of POS on JP (Oh, Rutherford & Parki, 2014), other studies reveal mediation roles underlying the relationships between POS to JP, such as work engagement and organization identification (Karatepe & Aga, 2016; Shen, Jackson, Ding, Yuan, Zhao, Dou, & Zhang, 2014). Lin et al., (2012) found POS would improve employees' happiness, while happiness is an intermediary variable between POS and JP of full-time employees in Taiwan. Base on previous review of literature, the research hypotheses would state as: follow.

- H1: Department Store MO would have a significant positive impact on employees' JP
- H2: Department store MO would have a significant positive impact on their OI
- H3: Department store OI would have a significant positive impact on employees' JP
- H4: Department store OI would have mediation effect between MO and employees' JP
- H5: Department store MO would have a significant positive impact on employees POS
- H6: Department store employees' POS would have significant positive impact on JP

H7: Employees POS would have mediation effect between MO and employees' JP

Research Methods

Research Framework

Based on the review of literature, this research would examine the mediation roles of OI and POS between the independent and dependent variables. The research hypotheses are depicted in Figure 1.

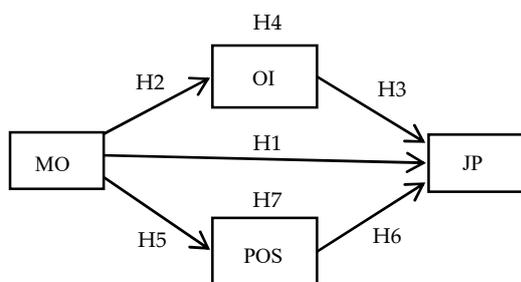


Figure 1. Research Framework.

Sample and Questionnaire

The subjects are employees who have worked more than three months in department store floor management units in Tainan, Kaohsiung and Pingtung cities which locate in southern Taiwan. Data were collected from seven department stores during November 7th through December 16th, 2017, using purposive and snowball sampling methods. A total of 280 questionnaires were sent out and 251 valid questionnaires return with the effective questionnaire rate was 89.6%.

All the questionnaire was measured by using a seven-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). The MO scale was developed by Narver and Slater (1990) and modified according to the needs of this study. Total 15 questions were divided into 3 factors which are customer-oriented, competitor-oriented, and cross-functional coordination. The OI scale was adopted from Tsai, Huang and Kao (2001) with total 15 questions which were divided into technological innovation and management innovation two factors. The POS scale was adopted from Shanock and Eisenberger (2006) short version which consists 6 questions of organizational support implications including organizational care, employee well-being and objectives etc. Twelve questions in JP scale were divided into task performance and contextual performance (Motowidlo & Van Scotter, 1994).

Results and Analysis

Sample Characteristics

According to the sample demographic, the majority employees work in department store are female (70.9%) age between 26-32 years old (51%), unmarried (74.1%). Most of them have College degree (92.8%) with average monthly salary less than NT\$30,000 (49.8 %) with job tenure less than 3

years (46.6%) follow by 4-8 years (35.1%).

Factor Analysis and Reliability

The exploratory factor analysis (EFA) with oblique rotation was conducted to determine an appropriate number of factors and the pattern of factor loadings primarily from the data. The result for Bartlett spherical analysis of MO ($X^2=1785.18$, $p < .001$) is significant, and the KMO value equal to .885, indicating that it is suitable for factor analysis. Three factors were extracted namely "customer-oriented", "competitor-oriented" and "cross-functional coordination". The variance explained by customer-oriented was 22.80%, cross-functional coordination was 21.56%, competitor-oriented was 20.89%, and the overall cumulative variation was 65.25%. The customer-oriented Cronbach's alpha value was 0.83, the competitor-oriented Cronbach's alpha value was 0.83, and the cross-functionally coordinated Cronbach's alpha value was 0.85, indicating a high degree of confidence in this research variable.

The result for Bartlett spherical analysis of OI ($X^2=2224.919$, $p < .001$) is significant, and the KMO value equal to .931, indicating that it is suitable for factor analysis. Items 5 and 6 were deleted because cross-loading in

two factors. Two factors were extracted, "Management Innovation" which had 41.81% variance explained and "Environmental Process Innovation" which had 29.5% variance explained, and the overall cumulative variation was 71.31%. The management innovation Cronbach's alpha value was 0.93, the environment process innovation's Cronbach's alpha value was 0.83, all greater than 0.7 indicating a high degree of confidence in this research variable.

The result for Bartlett spherical analysis of POS ($X^2=889.674$, $p < .001$) was significant, and the KMO value equal to .897, indicating that it is suitable for factor analysis. One factor was extracted with total 68.23% variance explained. The Cronbach's alpha value of POS was 0.91, indicating a high degree of confidence. The result for Bartlett spherical analysis of JP ($X^2=1538.442$, $p < .001$) is significant, and the KMO value equal to .896, indicating that it is suitable for factor analysis. Items 7 was deleted because cross-loading in two factors. The results of the analysis extracted two factors, named "task performance" with 36.12% variance explained and "contextual performance" with 26.17% variance explained and 62.29% of the overall cumulative variation was 71.31%. The task performance

Cronbach's alpha value was 0.90, the contextual performance Cronbach's alpha value was 0.79, all greater than 0.7 indicating a high degree of confidence in this research variable.

Pearson Correlation Analysis

The means, standard deviation, Cronbach's alphas and bivariate correlations of research variables are presented in Table 1. Research variables' means are between 5.60 and 5.99 which indicating most department store employees

believe that their company has high market orientation, is highly innovative, perceives high level of organization support and evaluate themselves high job performance. Significant relationships were found among the research variables: The dependent variable, market orientation, was positively correlated with organization innovative ($r = .56, p < .01$) and perceived organization support ($r = .47, p < .01$) and job performance ($r = .42, p < .01$).

Table 1. Descriptive statistics and correlation matrix among variables.

Variable	Mean	SD	α	1	2	3	4
1. MO	5.95	0.52	0.88	1			
2. OI	5.64	0.67	0.93	.56**	1		
3. POS	5.60	0.72	0.91	.47**	.66**	1	
4. JP	5.99	0.52	0.89	.42**	.51**	.44**	1

Note: Listwise excluded, ** $p < .01$, two-tailed.

Regression Analysis

Multiple regression analyses were conducted to examine research hypotheses one to seven. A three-step regression procedure for mediation analysis was used to examine mediation effect. The results for the mediation effect of Organization Innovation (OI) are shown in Table 2, the first equation (MO on OI) is significant ($F(249)=115.31, \beta_{OI} = .563, p < .001$). The second equation (MO on JP) is significant ($F(249)=51.959, \beta_{JP} = .416, p < .001$), and also the third equation (OI on JP) is significant ($F(249)=81.790,$

$\beta_{JP} = .497, p < .001$). In the last equation the dependent variable (JP) was regressed on the mediating variable (OI) with the independent variable (MO), has a significant impact ($F(248)=46.854, \beta_{JP} = .199, \beta_{OI} = .386, p < .001$). Since all equations were significant and the beta weight dropped ($\beta_{JP} = .416 \rightarrow .199$), partial mediation is present. Indicating that when organizational innovation is added, the explanatory power between market orientation and job performance decreases, thus confirming that market orientation has an impact on work performance through the mediation effect of

organizational innovation. Research hypotheses one to four were all supported. H 1 and H2: Department Store MO had a significant positive impact on OI and employees' JP were supported. H 3: Department store OI had a significant positive impact on employees' JP was also supported. H4: Department store organizational innovation had partial mediation effect between MO and employees' JP.

For the mediation effect of Perceived Organization Support the results are shown in Table 3, the first equation (MO on POS) is significant ($F(249)=72.249$, $\beta_{POS} = .474$, $p<.001$). The second equation (MO on JP) is significant ($F(249)=51.959$, $\beta_{JP} = .416$, $p<.001$), and also the third equation (POS on JP) is significant ($F(249)=59.445$, $\beta_{JP} = .189$, $p<.001$). In the last equation the dependent variable (JP) was regressed on the mediating variable (OI) with the independent variable (MO), has a significant impact ($F(248)=46.854$, $\beta_{JP} = .267$, $\beta_{POS} = .312$, $p<.001$); since all three equations were significant and the beta weight dropped ($\beta_{JP} = .416 \rightarrow .267$), partial mediation is present. Indicating that when employees perceived organization support, the explanatory power between market orientation and job performance decreases, thus confirming that market orientation can indeed have an impact on work performance through

the intermediary effect of perceived organization support. Research hypothesis five to seven were all supported. Hypothesis 5- Department Store MO had a significant positive impact on employees POS was supported. Hypothesis 6- Department store employees POS had a significant positive impact on their JP was also supported. And Hypothesis 7- Employees POS had partial mediation effect between MO and employees' JP.

Conclusion

According to the sample demographic the majority department store managers work in southern Taiwan are single female age between 26-32 years old with College degree. It might be because their job tenure are less than 3 years and southern Taiwan living cost is low, most of them average monthly salaries are less than NT\$30,000. The purpose of this study is to explore the impact of market orientation (MO), organizational innovation (OI) and perceptive organizational support (POS) on the job performance (JP) of department store employees. The results indicated MO of department store has a positive significant impact on employees' JP, among which the customer-oriented factor has the highest impact on job performance, followed by cross-functional coordination factor, and the competitor-oriented factor has no effect on JP. In addition, department store MO has a positive significant impact on OI and POS of em-

ployees, among which the cross-functional coordination factor has the highest degree of influence, followed

by the customer-oriented, and the competitor-oriented has no effect on both OI and POS.

Table 2. Regression analysis for mediation effect of OI

Equation	Ind. V.	Dep. V.	F	df	Adj. R ²	t	β
1	MO	OI	115.31***	249	.314	10.74***	.563
2	MO	JP	51.959***	249	.169	7.21***	.416
3	OI	JP	81.790***	249	.244	9.04***	.497
4	MO	JP	46.851***	248	.268	3.04**	.199
		OI				5.89***	.386

Note: ** $p < .01$, *** $p < .001$, standardized Betas are reported

Table 3. Regression analysis for mediation effect of POS

Equation	Ind. V.	Dep. V.	F	df	Adj. R ²	t	β
1	MO	POS	72.249***	249	.222	8.50***	.474
2	MO	JP	51.959***	249	.169	7.21***	.416
3	POS	JP	59.445***	249	.189	7.71***	.439
4	MO	JP	40.932***	248	.242	4.28***	.267
		POS				4.99***	.312

Note: *** $p < .001$, standardized Betas are reported

The department store OI and POS of employees have positive significant impact on JP. Inclusive employees recognize high MO in customer-oriented and cross-functional coordination within the company with high POS and OI would perform better JP in department store management. This study holds that based on the social exchange theory, when department store emphasize MO in customer-oriented and cross function coordinate factors with OI in management and environmental process and employees' POS whether it is the substantive reward or feel the organization's high care and attention, the employee will show a high performance, maintain good service quality, in order to repay the organization's support, and thus enhance the employee's recognition and commitment to the organization. Even though previously research had been found positive relationships among MO, OI, POS and JP, there is no research conduct using Asia department stores' floors manager as subjects. This result of this research gives the contribution to academic and also for the retail industry.

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