

Service Quality, Relational Benefits, and Customer Loyalty in a Non-Western Context 4

Although practitioners and the academic community appreciate the importance of effective marketing in our highly competitive world, customer loyalty has received somewhat less rigorous attention than other marketing subjects. To help fill this gap by examining the relative importance of service quality, relational benefits, and customer perceived value to loyalty, a study was conducted of a family-doctor practice in Alexandria, Egypt. Resulting research variables (based on interviews with customers) were measured using the five-point Likert scale to examine four hypotheses. Perceived service quality and perceived value were major predictors of loyalty; relational benefits less so, except for trust.

Omneya Mokhtar Yacout

Sustainable Leaders — Responsible Action: A Call for Courage During a Crisis of Confidence 17

The recent global financial crisis and ensuing recessions placed a premium on strong, effective and “sustainable” leadership, with sustainable defined as “engaging over an extended period in the process of influencing . . . individuals to achieve a common goal through cooperative effort.” Even more important, leaders need to be responsible, to take responsible actions, but definitions of these concepts are less precise. This Delphi study employing an expert panel of 10 sustainable leaders sheds light on responsible behaviors, including these major constructs: gets results, executes strategies and change, is decisive, and has a solid work ethic. A next step for leaders is to integrate these and other responsible behaviors to help resolve global problems, particularly crises of confidence.

L. Hyatt, June Schmieder-Ramirez, and Farzin Madjidi

Advancing Individual and Societal Development at the Community Level: The Role of NGO Microcredit and Leadership Training 23

Originating in Bangladesh in the 1970s, microfinance programs have been one of the great successes of the developing world. Such programs have assumed a special significance in countries where tradition and culture keep women from earning money. Equally if not more important is the training in leadership, organization, and management that often accompanies microcredit. A study of 100 women in 17 Bangladeshi villages who participated in microcredit and leadership programs offered by the NGO Nari Uddog Kendra provided strong evidence that such programs boosted family incomes, empowered women, increased their confidence, enhanced their decision-making skills, and increased their awareness of gender equity (in inequity) issues.

Denise M. Lucy, Jayati Ghosh, and Edward Kujawa

Analyzing Generational Values Among Managers and Non-Managers for Sustainable Organizational Effectiveness 33

Today’s typical work force, including managers, is predominately a mix of baby boomers (born 1946–64), Generation X (born 1965–79), and Generation Y (born after 1979). Each generation shares experiences, memories, values, and expectations. Values are important because they affect behavior, so understanding how they differ among generations and between managers and non-managers is crucial. Analysis of a Rokeach Value Survey of 4,446 respondents found significant differences in many instances that should help managers design motivation systems, reward and compensations programs, and leadership approaches.

Edward Murphy, Jr., Jane Whitney Gibson, and Regina A. Greenwood

Doing Well by Doing Good: 44
Corporate Social Responsibility
and Profitability

Does it pay to try to “improve social or environmental conditions”? This is not a cynical question but one that managements must confront. Dow Jones, creator of the Dow Jones Sustainability Index, believes it does pay, and companies may seek to join the DJSI as independent affirmation of their sustainability efforts. The authors test the Dow Jones assertion by analyzing the financial performance of 120 firms that are members of the index and 120 that are not (all North American firms, matched by industry, year, and size for nine years). The study found a positive, long-term relationship between financial performance and adoption of the DJSI criteria, but also note caveats to this conclusion.

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