

# How would the management of human behavior variables influence customer-oriented management?

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**Purpose:** Salesperson's actions are critical in helping the firm develop customer value orientation and long-term relationship with profitable customers to achieve sustainable sales growth and profitability over time. The purpose of this paper is to examine the salespeople and service executives' perceptions about the relevance of some human resource management variables and employees' attitudes as key factors to develop a company's customer value orientation. The authors tested whether the perceptions of role ambiguity, incentives policy and provided training (PT) had an impact on job involvement (JI), job satisfaction (JS), and consequently, on customer value orientation. **Design/methodology/approach:** Research design was nested with data from 327 executives from medium and upper positions in Chilean companies. **Findings:** The results show that while the perception of role ambiguity had an indirect negative impact on customer value orientation through JI, perception of PT level had a direct impact over and above the other variables. **Research limitations/implications:** JS and JI are attitudinal variables, which companies try to encourage in their employees through different human resources, practices. Incentives and training are ways to develop favorable employees' attitudes and improve their customer value orientation. With the research, companies could invest their resources in better and more effective practices to generate favorable attitudes toward customer value orientation. **Originality/value:** Through structural equation modeling, the model shows the relevance in the perception of sales executives about the relationship of employees' JI and customer value orientation. This commands to open the view of the customer value orientation management to include other attitudinal variables as JI.