The effect of quality commitment and organizational commitment on the customer orientation (case study: Kermanshah Tejarat Bank)

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ABSTRACT: The survival in the present insecure and competitive environment has forced organizations to have specialized and skilled employees which act beyond their duties, because the success of organizations depends on them. This study aims to examine the effect of quality commitment and organizational commitment on the customer orientation Kermanshah Tejarat Bank. Five hypotheses were proposed for this purpose. The research method, according to the purpose of applied research and the manner of data collection is a descriptive and the analyzing of the model specifically is based on structural equation modeling (SEM) via AMOS and SPSS softwares. The study's statistical community is composed of 430 employees of Tejarat bank and statistical sample includes 202, which have been selected by a simple random sampling method. The research findings which are based on structural equations model indicates that quality commitment and organizational commitment significantly affects customer orientation

Keywords: quality commitment, Organizational commitment, customer orientation, Structural Equation Model (SEM).

INTRODUCTION

Nowadays, cognition and prospect of customers requirement has special importance customer as a key and radial factor, is essential in their survivance and the orientation of all aims, strategies and sources is based on attraction and preservation of customers. Customers preservation and reinforcement loyalty for those organizations that are worried about preservation and enlargement of their competitive position, is a strategic challenge (satton & klein 2003). now, in universal economy, customers assign the organizations survivance, that's why organizations can't be apathetic of customer’s expectations and requests. they should utilize all their activities and capabilities in order to gain their customer satisfaction because they are the only source for customers stock reversal. distribution systems organization is one of the important cases in country’s economy and commerce in the fourth and fifth program of country’s economy enlargement, correction of distributions net in order to reduce the distributions cost, the number of brokers and judicial protection security from consumers rights include enjoyments right of safe stuffs and services enjoyments right of information’s had been discussed. Without sufficient attention to the customer, this case must be defeated absolutely. (lazarevis & et al 2007) hence, pay attention to the customers’ expectations and requirements for the sake of survivance and profitability, and lack of commitment from employees causes job dissatisfaction, a lower level of conscienceless, slowness and repeated absences in organization, and mental health disorder (Chompookum and Derr, 2004). Whereas the conceptualization is that the major parts of quality are being centralized on generative parts, also services organizations in the past had ample concentration on quality’s improvement. Lots of respective researches represent that the ample concentration is on private parts and profitable services, and it’s concluded that a modal plan in which responsibility commitment has a principal importance in services organizations for the sake of its
particular service nature and transference, it has the most importance. Per on Binter and Asinder hypothesis in 1998, the role of employees in services organizations at quality services is important because their behaviors and attitudes effects on customer’s measurement of services so personnel’s commitment to responsibilities in service organizations are very important insofar as can chiefly affects the capability of a service organization in order to satisfy their customers. (Demirbag et al, 2012). Conversely, plenty of reasons are existed hence, why an organization should increase the level of its employees: Organizational commitment (Steers, R.M & porter, L, W, 1991) First, organization commitment is a new concept and generally it’s different with job’s satisfaction and dependency. Foreexample, nurses may enjoy their jobs but they are not satisfied with the hospital that work in it. Here, they search similar jobs in similar places or counter the restaurant’s waiters may have positive feeling about their working place but they hate waiting in front of the tables or generally they hate the job itself. (greenberg, J & baron, r.a, 2000). Second, researches show that organization commitment with consequents such as job’s satisfaction (Batman &Estraser 1983), presence (Mattew&zajic, 1990). Ultrasocialorganization's behavior job performance (Meyer, Allen and Esmit 1993) positive and appentence relation In accomplished researches, the relation between organization and customer orientation was being recorded and also in some researches the quality commitment relation was being done. In recent researches regarding that organizational commitment and quality commitment are effective and important variables in organizations and considerably this fact that employees’ commitment to the organization can effect on several factors. That’s why researchers simultaneously study the effect of quality commitment and organizational commitment over employees’ customer orientation within Tejarat Bank of Kermanshah city. For this purpose, researches independent variables, organization commitment and quality commitment and their effectively in different hypothesis over customer orientation would be studied.

Research Literature

Quality commitment

Quality commitment is being described as a dimension of person’s diagnosis with general position of organization. An employee with higher level of quality commitment extracts his / her social identity from organization’s modal activities and its general quality’s orientation. Higher level of employee’s quality commitment, enable the organization to gain the higher standard category for the sake of better and coordinate cooperation between employees. Beside. This causes the constant development because development needs the higher level of quality among employees, in 2003, Babakasplanned the manager commitment as a preference over effective commitment. As carvinsaid, the conception of quality is easy but the description is very difficult. (Tan et al., 1998). Andhe interprets it as span of quality in the organization (lagory, 2005& EK land 1989 & Din and Evans 1994). It can be confirm that the stage of quality improvement should start by the manager himself, because he is the manager or boss that establishes the organization ‘a system determines how services and conduitsshould plan and produce (lakmax, 2006) Quality commitment causes other outcomes such as group working and information sharing. Swartz in 2003 shown that leading the commitment toward the quality directly by group working among employees, has relation. The structure that simplify the group working. Directorialprocesses that help creating the specific collection of goals describe the goals very well and can cause more effect on the group. (Deshpande et al., 1993).

Organizational commitment

In order to enhance efficiency, organization must raise the level of job deep interest, need to job and job satisfaction. This is commonly referred to as organizational commitment (Mathieu and Zajac, 1990). Porter et al., (1974) define the organizational commitment as "the robust belief in accepting organization's objectives and values, devoted endeavor for organization and strong proclivity to maintain membership in organization (JIHoon and Hong Min, 2009). Organization commitment is a reference organization vision based on which individuals go along with goals values and plans of their organizations and make striking efforts to maintain them. Organizational commitment is people's positive or negative attitudes towards the whole organizations they are working in associated with an individual's organization commitment is a strong loyalty sense, through which he identifies his own organization (Mohammadi et al., 2012). Meyer and Allen’s (1991) three-component model of organizational commitment has been the dominant framework for organizational commitment research in the past decade because it is based on a more comprehensive understanding of organizational commitment (Erdheim et al., 2006). The three-component model consists of: 1- Affective commitment: refers to the employee state of emotional attachment to the organization and is especially sensitive to work experiences such as organizational support (Griffin and Hepburn, 2005; Erdheim et al., 2006). 2- Continuance commitment: might consist of two sub-constructs – one based on the degree of personal sacrifice associated with leaving the organization (Dawley et al., 2005), and the other based on individuals' recognition of the availability of alternatives if they were to leave the organization,
often referred to as sunk costs (Namasivayam and Zhao, 2007). 3- Normative commitment: refers to an employee’s belief that he or she ought to stay with the organization and develop, because of socialization experiences that emphasize the appropriateness of remaining loyal to one’s employer (Griffin and Hepburn, 2005).

**Customer orientation**

Despond et al., (1993) claims that, the customer orientation is synonymous with market orientation. They believe that market orientation is an accepted and obvious element in market orientation and maybe that’s why in empirical researches it’s not very acceptable. Their claims based on katlers description (1997) about market orientation are: a collection of potential customers in an organization either in research or in act, often the concept of customer orientation and market orientation are synonymous (brady et al., 2007). Mainly customer orientation correlates to customer's welfare. (Auh & Manyous, 2007) beside, market orientation is different with customer orientation. Market orientation implies on organizations activities concentration on all participations in market and beneficiary groups while customer orientation implies on relation between customer and organization market orientation concentrates on creating general competitive compound while customer orientation concentrates on removing customers’ requirements and expectations individually. Strong and Harris define customer orientation as a behavioral and cultural dimension of market orientation that operates as a strategic element (Strong & Harris, 2004). Strong and Harris break down the effective factors on customer orientation to three group. Relational tactics, human’s sources tactics & methodical tactics Relational tactics are tactics that their goal is to access the longsome bilateral union with customers.

**Research background**

In a study by Yen-Ku (2013) Organizational commitment in an intense competition environment. The results indicate that market orientation and Organizational commitment have positive and direct effects on Organizational performance. The effect of market orientation on Organizational performance is significantly increased by enhanced Organizational commitment.

Liao j – f (2009) on his PhD treatise studied inner marketing over customer orientation in banking craft in order to study inner marketing over customer orientation despite two variables: job satisfaction and organizational commitment in U.S. A marketing craft. The research method is descriptive – measurable. The results indicate that there is a direct correlation between inner marketing and customer orientation; also jab satisfaction and organizational commitment are confirmed as mediator variables.

Denuirbag et al (2012) in an empirical research proceeds in modeling the quality commitment in services organizations and the result wasthat quality commitment, group working and information sharing has e negative effect on customer orientation.

**The study conceptual model**

A conceptual model is based on theoretical relationships among several factors that are diagnosed important in the study were diagnosed with. In such a model, showing the study variables, their relationship is taken into picture (Tabibi, SJ et al., 2009). This theoretical framework is circulated by reviewing research records in the subject reasonably. Given presented definition and prior research mentioned, researchers provided following conceptual model for Market orientation (customer orientation, competitor orientation and inter-functional coordination) and organizational commitment influencing organizational citizenship behavior respect (figure 1):
The Research hypothesis
The Sub-hypotheses
Quality commitment has a positive effect Customer orientation within Tejarat Bank of Kermanshah city.
Organizational commitment has a positive effect Customer orientation within Tejarat Bank of Kermanshah city.

The Sub-hypotheses
Quality commitment has a positive effect Information sharing within Tejarat Bank of Kermanshah city.
Quality commitment has a positive effect on Perceived Effectiveness of work team within Tejarat Bank of Kermanshah city.
Information sharing has a positive effect on Perceived Effectiveness of work team within Tejarat Bank of Kermanshah city.
Information sharing has a positive effect on Customer orientation within Tejarat Bank of Kermanshah city.
Perceived Effectiveness of work team has a positive effect on Customer orientation within Tejarat Bank of Kermanshah city.

Research method
This is an applied study which is descriptive-measurable in terms of data type. To investigate the relationship between the dependent and independent and study hypotheses using SPSS software, Pearson correlation coefficient is used. To test cause and affect relationships between the variables and studied components, multiple regression models were used, and ultimately to determine the optimal model, the relationships among variables were modeled by AMOS software (structural equation modeling). To test the above-mentioned hypothesis, a questionnaire was used as measurement instrument. Therefore; measurement of the method is based on field research. Cronbach’s alpha was used to assess the reliability of the questionnaire and the obtained value is equal to 0.856, which indicates high suitability and reliability of the questionnaire. The study statistical community includes all employees in Kermanshah Tejarat Bank, which they are totally 430 based on the latest statistics. In order to select the sample volume, random sampling method was used and by using Cochran method, a sample volume of 203 employees from Kermanshah Tejarat bank are selected.

Research finding
In this study, the research respondents were first interviewed in the form of general information community such as gender, education level and work experience, and questions were presented in a multi-choice form. By using this scale, respondents' sensitivity, attitude and their belief could be determined. Of 203 distributed questionnaires the majority of men with BA degree (78.7%), with a bachelor's degree (63.9%) results were obtained.

Data analysis
The Spearman correlation coefficient was used to test the hypotheses. If significance level is less than of 0.05, we conclude that there is statistically significant correlation between the variables. The results obtained from Table 1 indicate that at the significance level of (0.000), the correlation coefficient between Quality commitment and Customer orientation is equal to 0.631 and the calculated significance is less than 0.05. Therefore, there is a positive and significant correlation between Quality commitment and Customer orientation. This means that by an increase in Quality commitment rate in Tejarat Bank, organizational commitment and Customer orientation among employees increase. The results from the main second hypotheses in Table 2 indicate that at the significance level of (0.000), the correlation coefficient between variables is less than 0.050. Therefore, there is a positive and significant relationship between organizational commitment and customer orientation, i.e. by a higher organizational commitment rate the organizational citizenship behavior of Tejarat Bank's employee is increased. The results from hypothesis 1 and 2 in Table 1 indicate that at the significance level of (0.000) the correlation coefficient between the variables is less them 0/050, i.e. by a higher quality commitment , Information sharing and effective concept of group activity of Tejarat Bank's employee is increased and also results indicate that at the significance level of (0/000) , the correlation coefficient between the secondary variables , 3.4 .5 in sequence are 0/817 , 0/768 and 0/708 .therefore there is a significant and positive relationship between information sharing in organization and Perceived Effectiveness of work team, between information sharing and customer orientation, between Perceived Effectiveness of work team and customer orientation . Overall, the results obtained from testing study hypotheses are summarized and presented in Table 1.
The model path analysis and research general model

Considering now the temporal confirmation of the correlation of the relationships, structural relationship and fit of the model are confirmed by Amos software. The following output by AMOS shows the path analysis model in which linear relations are indicated by one way arrows. The numbers written on these one way lines are regression coefficients estimated by AMOS. The variables (e) are error terms that should be considered when introducing the model via AMOS. As it can be seen in the presented model, the regression coefficient related to independent variable over dependent one, except for Quality commitment over Customer orientation, have great coefficients which show this variable (i.e. inter functional cooperation) is not able to estimate and justify the performance of this dependent variable. So that in the correlation hypothesis test the correlation for them was so high. Therefore, it could be said that these variables have a mutual effect on each other and this effect has been exerted on them more by organizational commitment.

The following table shows the regression coefficients estimated by Amos.

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Research hypotheses text</th>
<th>Sig</th>
<th>Correlation Coefficient</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Major Hypothesis</td>
<td>Quality commitment has a positive effect Customer orientation within Tejarat Bank of Kermanshah city</td>
<td>0.000</td>
<td>0.631</td>
<td>Rejected</td>
</tr>
<tr>
<td>Two Major Hypothesis</td>
<td>Organizational commitment has a positive effect Customer orientation within Tejarat Bank of Kermanshah city</td>
<td>0.000</td>
<td>0.783</td>
<td>Rejected</td>
</tr>
<tr>
<td>Hypothesis 1</td>
<td>Quality commitment has a positive effect Information sharing within Tejarat Bank of Kermanshah city</td>
<td>0.000</td>
<td>0.696</td>
<td>Rejected</td>
</tr>
<tr>
<td>Hypothesis 2</td>
<td>Quality commitment has a positive effect on Perceived Effectiveness of work team within Tejarat Bank of Kermanshah city</td>
<td>0.000</td>
<td>0.643</td>
<td>Rejected</td>
</tr>
<tr>
<td>Hypothesis 3</td>
<td>Information sharing has a positive effect on Perceived Effectiveness of work team within Tejarat Bank of Kermanshah city</td>
<td>0.000</td>
<td>0.817</td>
<td>Rejected</td>
</tr>
<tr>
<td>Hypothesis 4</td>
<td>Information sharing has a positive effect on Customer orientation within Tejarat Bank of Kermanshah city</td>
<td>0.000</td>
<td>0.768</td>
<td>Rejected</td>
</tr>
<tr>
<td>Hypothesis 5</td>
<td>Perceived Effectiveness of work team has a positive effect on Customer orientation within Tejarat Bank of Kermanshah city</td>
<td>0.000</td>
<td>0.708</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

Figure 2. Modified model of research

The second output column shows the estimated ultra-coefficient regression between two variables. As an example the related coefficient regression To regression equation between two variables, information sharing (independent) and effective concept of group working (independent) are 643%. And the last column shows the coefficients significance in this regression equation between two variables. In the level of a=0.05 all of these coefficients are significance because the whole related p-values are less than 0/05. In the first primary hypothesis test, it is concluded that between orientation and quality commitment is a significant. Linear relation But Amos output in model 1 shows that there is no significant relation between these two variables. The reason is that, there is a significant correlation between quality commitment variable and organizational commitment, quality commitment and information sharing, quality commitment and effective concept of group working, and while all the linear relations that one by one are significant in studied hypothesis, are not significant when they are contemplated simultaneously. This matter is the cause of correlation between variable because correlation neutralizes some of effects. For example there because of mentioned correlation there is no significant linear...
relation between customer orientation and quality commitment. The studied adequacy model of Amos output is described as below.

<table>
<thead>
<tr>
<th>GFI</th>
<th>NFI</th>
<th>IFI</th>
<th>CFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.776</td>
<td>0.662</td>
<td>0.664</td>
<td>0.661</td>
</tr>
</tbody>
</table>

All of these criterions partly confirm the adequacy of a model. Also the amount of estimated statistic $x^2$ for model 1 is $256/831$ by $4$ degrees of freedom. The amount of RMSEA related to this model is $649\%$. These two amounts are improved by exploratory analysis in order to gain more adequate model.

Table 2. Stepwise regression

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Customer orientation</th>
<th>Estimate</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality commitment</td>
<td></td>
<td>0.045</td>
<td>0.433</td>
</tr>
<tr>
<td>organizational commitment</td>
<td></td>
<td>0.386</td>
<td>0.00</td>
</tr>
<tr>
<td>Quality commitment</td>
<td>Information sharing</td>
<td>0.754</td>
<td>0.00</td>
</tr>
<tr>
<td>Quality commitment</td>
<td>Perceived</td>
<td>0.211</td>
<td>0.003</td>
</tr>
<tr>
<td>Information sharing</td>
<td>Effectiveness of</td>
<td>0.643</td>
<td>0.00</td>
</tr>
<tr>
<td>Information sharing</td>
<td>work team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived</td>
<td></td>
<td>0.297</td>
<td>0.00</td>
</tr>
<tr>
<td>Effectiveness of work team</td>
<td>Customer orientation</td>
<td>0.164</td>
<td>0.003</td>
</tr>
</tbody>
</table>

**Modified model**

The model presented in the previous part of this model had an Inter functional coordination variable and caused the model experience a poor RMSEA. In this part, by eliminating this factor, we modify the model and create an optimal one.

![Figure 3. Modified model of research](image)

The studied adequacy model of Amos output is described as below.

<table>
<thead>
<tr>
<th>GFI</th>
<th>NFI</th>
<th>IFI</th>
<th>CFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>8420/</td>
<td>8340/</td>
<td>8370/</td>
<td>8360/</td>
</tr>
</tbody>
</table>
the amount of estimated $x^2$ in comparative model is $126/271$ by 3 degrees of freedom, that a noticeable reduction can be seen in compare with amount of this statistic for model 1 and it means that the second comparative model is more adequate than the first one. All of these criterions confirm the adequacy of comparative model.

RESULTS AND CONCLUSION

According to findings, codified hypothesis was tested by means of spearman correlation coefficient and the level of correlation between dependent and independent variables was specified. Hypothesis’s were confirmed with assurance of %95 and suggested model was tested and the efficiency of model was estimated by modeling stromal equations. Model 1 is an adequate model based on Amos outputs but a model can be offered that the amount of statistic $X^2$ and reacted RMSEA are less than statistic $X^2$ and related RMSEA of model 1 and as a concession it is an adequate model. For this purpose, exploratory analysis by means of Amos software is being used. First, optimization’s indicator is being calculated via Amos for generic model. These optimizations show that below model is more adequate than model 1. In this model, considerer the bilinear relation between organ zaficioal commitment and quality commitment variables causes the improvement of model 1. This conclusion coordinates with other researches and findings of denir bag and et al (2012), froza.c.andfilippin,r(2002), teriblet(2004),hinzman (2004), david (1999) piterlak and john geraford (2001). Market-oriented firms can achieve customer orientation without a strong commitment culture to market orientation. The higher rate of commitment of staff, the higher tendency to perform market orientation activities will be.

Based on the results, the following suggestions are presented:

Considering organizational commitment dimensions along with drawing attention to customer orientation behavior could better improve the performance of banks.

To provide a friendly and intimate atmosphere for employees to exchange thoughts and ideas and to enhance employee's commitment to organization

To understand more customer orientation in banks it is suggested that the necessity and importance of focusing on customer demands to be described by offering a direct or indirect contacts and providing personnel with a good knowledge of these factors

promoting a communication spirit rather than segmentation and strengthening shared identity between different organizations.

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