

## **Study the Relationship between Organization Purposes and Procedure Consistency (Compatibility) of Employees on Customer's Satisfaction**

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### **Abstract**

The purpose of this research is investigating the Relationship between Organization Purposes and Procedures Consistency of Employees on Customer's Satisfaction in Special Cooperative Company of Iran Khodro Employees. In this research for investigating Organizational Culture by using the Denison Model has been used. The Research methodology of this study is descriptive – survey and in terms of purpose is applied research. The statistical population of this study includes two categories: 1- All employees of the special cooperative of Iran Khodro, the number of the 1200 people that by using the Cochran sample size formula that 291 were calculated. 2- Customers that its number unlimited considered and based on the formula unlimited population are equal to 384 people. To collect the data, two standard questionnaires of corporate culture and customer satisfaction used. Kolmogorov - Smirnov test to evaluate the normal distribution of variables, Pearson correlation test to examine the relationship between component of organizational culture and customer satisfaction and regression analysis to test and review impact of Organization Purposes and Procedures Consistency of Employees on customer satisfaction has been used. The results of this research show that there is significant effect between Organization Purposes and Procedures Consistency of Employees on Customer's Satisfaction in Special Cooperative Company of Iran Khodro.

**Key words:** Organization Purposes, Procedures Consistency, Customer's Satisfaction, Organizational Culture.

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### **Introduction**

No doubt, customer satisfaction is one of the strategic issues in recent decades. Now in the global economy, the customers lead to survival of the company, companies can no longer indifferent against the expectations and demands of customers, and they have focus all their activities and their abilities on customer's satisfaction as the only source of return of customer's investment. Therefore, the first principle in the business world today is creating customer's value. Due to a rich culture in this relationship is important because the customer will not happen unless the organization has a rich culture and backup and provide a platform for customer-oriented. In every organization and organizational culture institution and as an effective agent and controller and regulator relationships and behavior are members of the organization. An organization's culture, beliefs, attitudes, assumptions are common expectations, which in the absence of law or explicit instruction, guide behavior and in most organizations and management dominant positions are in such way. Culture could be the strong source of identity, common purpose and flexible guidance (Cheyenne, 2004, 69). From combination of two words organization and culture a new ideas emerged that none of them included this motivation. Organization is a metaphor for arrangement, while the culture elements are not regular. Culture helps to talk about something other than the technical issues in the organization, relations with mystery in organization created. (Robbins, 1995, 974)

### **Research problem**

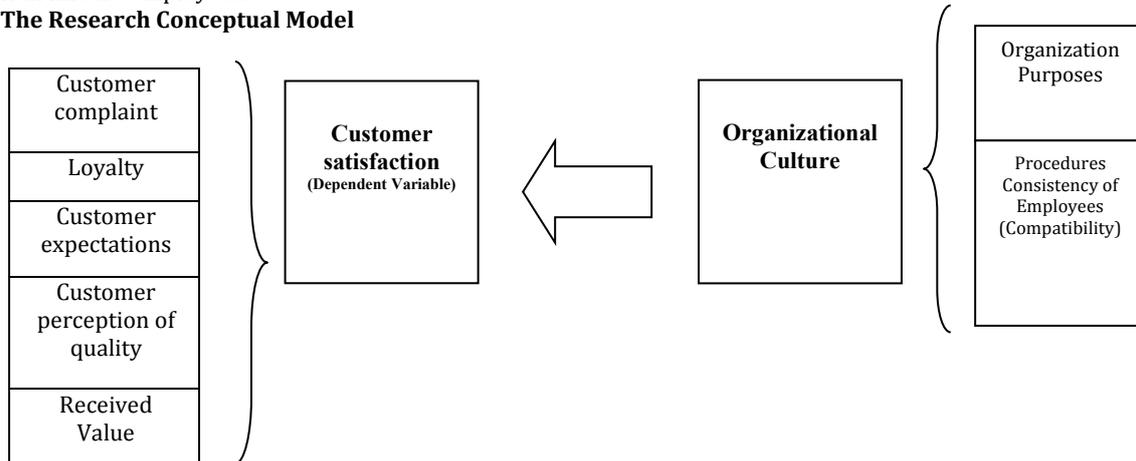
The culture of any society is its identity. Efforts of all experts, analysts and theorists of organization and management as well as managers from the beginning was in the such way that performance of organization or in other word continues to increase effectiveness and efficiency and to achieve the purpose for this manipulation and intervention in two overall field structure variables and organization content explored and carefully considered. That one of the most important variables is organizational culture (Robbins, 1995, 974).The influence of organizational culture on the members of the organization is so that inspection of its aspects compared to the behavior, emotions, opinions and attitudes of their members of organization realize and possible reactions towards changes evaluated, anticipated and guided. Leverage of corporate culture, can easily facilitate changes and new directions the organization was stable.The present era of enterprises and organizations and executive agencies with a mission, mission, goals and vision that ultimately have a national and international scope, and to respond to customers, clients and stakeholders (Rahimi, 2006.42 ). The main key to survive of organization, keeping customers is satisfied. Customer satisfaction is an important theoretical and experimental topic for many marketers and marketing researchers that it considered as the core of modern business success in a competitive world. The importance of customer satisfaction and retention cannot underestimated. Since customer's satisfaction of special cooperative in Iran Khodro employees has a significant and expandable increase. In fact, if the proper field to the implementation of this customer-focused strategy not provided strategy is doomed to failure. It seems to be enjoying organizational culture and strengthen of relevant factors and elements among employees of the company improve customer satisfaction. Thus, according to a research study on organizational culture has sought to examine the impact of Organization Purposes and Procedures Consistency of Employees on customer satisfaction. Overall, the study aims to answer the following questions:

Are effective the Organization Purposes and Procedures Consistency of Employees on customer satisfaction in special cooperative company of Iran Khodro employees?

### Research Purposes

- 1- To investigate the effect of Organization Purposes on customer satisfaction in special cooperative company of Iran Khodro employees
- 2- To identify the effect of Procedures Consistency (Compatibility) of Employees on customer satisfaction in special cooperative company of Iran Khodro employees
- 3- To investigate the effect of Organizational Culture on customer satisfaction in special cooperative company of Iran Khodro employees.

### The Research Conceptual Model



(Denison, 2000) , Kavooosi and Saghaei, 2005

### Research Hypotheses

- 1- Organization Purposes are effective on customer satisfaction in special cooperative company of Iran Khodro employees
- 2- Procedures Consistency of Employees (Compatibility) is effective on customer satisfaction in special cooperative company of Iran Khodro employees
- 3- Organizational Culture is effective on customer satisfaction in special cooperative company of Iran Khodro employees

### Literature Review

- Ardekani, Yazdi, Sheibani, Tabatabai (2009) study entitled "Study of the current status of organizational culture in Yazd Regional Electric Company" Research Summary: In order to study and investigating the current status of organizational culture in Yazd Regional Electric Company by using the Denison model has been used. The results show that the company in mission characteristics has better condition than other cultural features.
- Monavarian and Bakhtae (2007) a study entitled "Understanding the organizational culture based on Denison model: case study: Industrial Management Institute" 4th international conferences on management, Monavarian and Bakhtae (2007), in their research Denison model in industrial management organization have investigated. The results of this study showed that the industrial management Institute in dimension of involvement in work, adaptability remains at average and above average. Industrial Management Institute variables the best position in variable of involvement in work and adaptability obtained. However, some indicators, such as the coordination and coherence of goals and objectives need to be improved.
- Rahimnia, Alizadeh (2007) study entitled "Evaluation of organizational culture components based on the Denison model from faculty members perspective of Ferdowsi University of Mashhad" summary of research: The main Purpose of this research has been identifying the effective dimensions and indexes on organizational culture in Ferdowsi University of Mashhad that by using the Denison model was used and by using survey research; the questionnaire among faculty has collected. According to analysis of the findings, the researchers concluded that the flexible most and participation in the work had the lowest scores. Also among the twelve indicators, volatility indicators and prospects were at high level and some indicators, such as coordination and team building had the lowest score. The results of factor analysis showed that in terms of respondent's outlook had the greatest impact on organizational culture.
- Ardalan et al (1999) in this research examine the relationship between organizational cultures with person's unity-organization using Denison model in public universities of West Country. They showed that four dimensions of organizational culture in Denison model dominate in universities of West Country. In addition, in this research was identified that characteristic of mission, had the highest correlation with organizational criteria ,unity of the person- organization, and then involvement had the lowest correlation amount with individual criteria, unity of the person - organization.
- Keshavarz (2011) conducted a study entitled "The relationship between service quality on customer satisfaction in Karaj, Iran Khodro agencies" the impact of quality of services on customer satisfaction for cars, 206, 405 and Peugeot Pars has examined. The results of the study showed that there is a negative correlation between customer's expectations to service quality dimensions in Servqual model (tangibles, reliability, responsiveness, trust and empathy).
- Yavari (2010) conducted a study entitled "Evaluation of customer satisfaction and the quality of service after sale of Xerox Corporation in the Isfahan province," the effect of quality of service after sales in 3 categories (technical quality services, treatment of employees and the cost of services) divided and investigated. The results showed that after-sales service for customers in terms of 3 factors above are satisfied, but satisfaction is not the same at three factors.
- Alam (2013) conducted a study entitled "The Relationship between emotional intelligence on customer satisfaction of Tehran Refah bank" has done. He concluded that there is a significant relationship between emotional intelligence and customer satisfaction and to increase customer satisfaction in Refah bank can use emotional intelligence.

- Homburg & stock (2005) conducted a study entitled "Evaluation of the conditions under which seller job satisfaction leads to customer satisfaction" done. The aim of this study was to evaluate the moderator that affects the relationship between employee's satisfaction and customer satisfaction. In this research, the properties of the seller (empathy, skill and reliability) and specificity of customers (customer confidence, customer focus and cost of service / product to the customer) as the moderator of the relationship between employee satisfaction and customer intended. The data collected using a questionnaire with the participation of vendors and customers of seven companies and institutions gathered and analyzed and. The results show that the relationship between job satisfaction and customer satisfaction adjusted by the characteristics of sellers and customers.
- Simon et al (2009) conducted a study titled (employee attitudes, customer satisfaction and sales performance; evaluation of relations in American group stores) was performed. In this study, the relationship between employee attitudes, customer satisfaction and sales performance by controlling tangible and invisible differences between the shops investigated. This study aimed to test the impact of attitude on customer satisfaction and the impact of customer satisfaction on the performance of the store's sales. In this study, three dimensions of satisfaction included, quality and price and service have investigated. The results show that staff's attitude have a positive effect on customer satisfaction with the service, but has no effect on customer satisfaction with the quality or worth. In addition, customer satisfaction with the service has a positive impact on sales performance.
- Allson, (2007) conducted a study on "the mental involvement and customer satisfaction on loyalty" the aim of study is to evaluate the mental involvement role in product category and customer satisfaction in the formation of repurchase and loyalty is towards the product category. In this study, suggest that involvement can be a motivational moderator between customer satisfaction and loyalty but the results of this argument contradicted. Meanwhile, the relationship between satisfaction and loyalty study is based on social norms and perceived control (opportunities) that is embedded and influenced the results suggest that perceived control has a direct effect on loyalty.
- Homburg & stock (2004) a study entitled "The relationship between seller job satisfaction and the customer's satisfaction in the industrial market" done. This study aimed to investigate the relationship between job satisfaction and customer satisfaction in the industrial context, and data required vendors and customers in the manufacturing and service industries is collected using a questionnaire. The number of vendors participating in the study, 1305 people was manufacturing and service industries and binary data to draw conclusions from the data collected done. The results show that there is a positive relationship between vendors and customers job satisfaction and the relationship between in cases where the customer interacts with greater vendor and product innovation, customer service is high, and motivation in the process of creating greater value, is stronger.
- Gillespie et al (2008) the relationship between organizational culture and customer satisfaction in building industry, and car dealers have been measured. They for identifying the organizational culture by using the Denison Model have used. The results of this research show that the highest score has obtained in adaptability characteristic. Also regarding to car dealers, the highest score in participation characteristic and the lowest score in the adaptability characteristic have been achieved.

### Research Methodology

The Research methodology of this study is descriptive – survey, because this method describe the current status in special cooperative company of Iran Khodro. According to the field data is collected through questionnaires distributed and is engaged in providing solutions to improve the current situation, the research is survey. This research in term of purpose is applied research, because it is looking for offering by recommendations for improving the current status in special cooperative company of Iran Khodro.

### Statistical population and sample size

The statistical population of this study includes two categories:

1-All employees of the special cooperative company of Iran Khodro, that the number of them is equal to 1200 people, since the number of population members is limited, then in order to determine the sample size by using of simple random sampling method is used.

$$n = \frac{N Z_{\alpha/2}^2 p q}{(N - 1) d^2 + Z_{\alpha/2}^2 p q}$$

2- Customers of this company that number of them unlimited has been considered, and based on sampling formula for unlimited population, sampling size is equal to 384 people.

$$n = \frac{Z^2 P(1 - P)}{d^2}$$

### Sampling Size

For investigating the Organization Purposes and Procedures Consistency of employees in the special cooperative company of Iran Khodro by using of simple random sampling formula with error level of 5 percent , sample size 291 people has obtained. Also for investigating the customer satisfaction in the special cooperative company of Iran Khodro by using of sampling method of unlimited population , sample size 384 people has been identified

### Testing the Research Hypotheses

#### The first Hypothesis

- Organization Purposes are effective on customer satisfaction in special cooperative company of Iran Khodro employees
- Organization Purposes are not effective on customer satisfaction in special cooperative company of Iran Khodro employees

H0:  $\rho = 0$

Organization Purposes are effective on customer satisfaction in special cooperative company of Iran Khodro employees

H1:  $\rho \neq 0$

Table 1: the results of affecting the Organization Purposes on customer satisfaction

Independent variable	Dependent variable	Multiple correlation coefficient R	Multiple determination coefficient R2	F	Level of significance	Coefficient B	Partial correlation coefficients (beta)	T statistics	Level of significance
<b>Constant</b>	Customer	0.181	0.033	9.833	0.002	2.541		20.142	0.000
<b>Coefficient</b>	Satisfaction								
<b>Organization Purposes</b>						0.136	0.181	3.136	0.002

According the above table, the significance level F test (with 9.83) is less than 0.05 (0.002) and thus can be said that the regression equation coefficient of the related to independent variable (Organization Purposes) is against of zero. Partial correlation coefficient of affecting the Organization Purposes of the employees on customer satisfaction in special cooperative Iran Khodro employees is 0.18, which shows that 18% of the share of dependent variable (customer satisfaction) by independent variable (Organization Purposes) is explained .since , significance level of T statistical to constant amount and independent variable (Organization Purposes) is less than 0.05, therefore based on the above table; the research statistical model is the following:

$$y = 1.554 + 0.475 X$$

In other words, the first hypothesis was confirmed. It means that, Organization Purposes is effective on customer satisfaction in special cooperative company of Iran Khodro employees. It means that, with proper orientation the Organization Purposes by employees (in other words the employees who specific procedures and methods there are for doing the works and prevention from their deviations too much, they are able that keeping of satisfying for more customers from their cooperatives) amount of customer satisfaction in the cooperative company Iran Khodro will be increase. In other words, organization objectives effect on customer satisfaction in special cooperative company of Iran Khodro employees.

**The second Hypothesis**

- Procedures Consistency is effective on customer satisfaction in special cooperative company of Iran Khodro employees
- Procedures Consistency is not effective on customer satisfaction in special cooperative company of Iran Khodro employees

H0:  $\rho = 0$

Procedures Consistency is effective on customer satisfaction in special cooperative company of Iran Khodro employees

H1:  $\rho \neq 0$

Table 2: Results of affecting the Procedures Consistency on customer satisfaction

Independent variable	Dependent variable	Multiple correlation coefficient R	Multiple determination coefficient R2	F	Level of significance	Coefficient B	Partial correlation coefficients (beta)	T statistics	Level of significance
<b>Constant</b>	Customer	0.371	0.137	46.055	0.000	1.929		12.936	0.000
<b>Coefficient</b>	Satisfaction								
<b>Organization Purposes</b>						0.326	0.371	6.786	0.000

According the above table, the significance level of F test (with 46.05) is less than 0.05 (0.000) and as a result, the regression equation coefficient of the related to independent variable (Procedures Consistency of employees) is against of zero. Partial correlation coefficient of affecting the Procedures Consistency (Compatibility) employees on customer satisfaction in special cooperative Iran Khodro employees is 0.37, which shows that 37% of the Variance of dependent variable (customer satisfaction) by independent variable (Procedures Consistency of employees) explains the data. Significance level of T statistical to constant amount and independent variable (Compatibility) is less than 0.05 thus based on the above table; the statistical model is the following:

$$y = 1.929 + 0.326 X$$

It means that, the second hypothesis was confirmed. This means that, Procedures Consistency of employees is effective on customer satisfaction in special cooperative company of Iran Khodro employees.in other word, those groups of knowledge and awareness which identify the specify procedures of activities and its results on individuals and organization in future.

**The Third Hypothesis**

- Organizational Culture is effective on customer satisfaction in special cooperative company of Iran Khodro employees
- Organizational Culture is not effective on customer satisfaction in special cooperative company of Iran Khodro employees

H0:  $\rho = 0$

Organizational Culture is effective on customer satisfaction in special cooperative company of Iran Khodro employees

H1:  $\rho \neq 0$

Table 3: Results of affecting the Organizational Culture on customer satisfaction

Independent variable	Dependent variable	Multiple correlation coefficient R	Multiple determination coefficient R2	F	Level of significance	Coefficient B	Partial correlation coefficients (beta)	T statistics	Level of significance
<b>Constant</b>	Customer	0.494	0.244	93.079	0.000	0.999		4.966	0.000
<b>Coefficient</b>	Satisfaction								
<b>Organization Purposes</b>						0651	0.494	9.648	0.000

According the above table, the significance level of F test (with 93.7) is less than 0.05 (0.000) and as a result, the regression equation coefficient of the related to independent and main variable (Organizational Culture) is against of zero. As it is clear, Partial correlation coefficient of affecting the Organizational Culture of employees on customer satisfaction is 0.49, which shows that 49% of the Variance of dependent variable (customer satisfaction) by independent variable (Organizational Culture) was explained. Significance level of T statistical to constant amount and independent variable (Organizational Culture) is less than 0.05, as a result based on the above table; the research statistical model is the following:

$$y = 0.999 + 0.651 X$$

Therefore, Research main hypothesis was confirmed.it means that, Organizational Culture is effective on customer satisfaction in special cooperative company of Iran Khodro employees. In other words, employees using corporate culture (a system in which a common understanding of the parties to an organization that is separate two organizations from one another the) have enjoyed a good strong and better able to satisfy their customers and lead to comfort and prosperity in their field.

### Research Findings

#### Conclusion based on First Hypothesis

Organization Purposes are effective on customer satisfaction in special cooperative company of Iran Khodro employees.

Significance level F test (with 9.83) is less than 0.05 (0.002) and thus can be said that the regression equation coefficient of the related to independent variable (Organization Purposes) is against of zero. Partial correlation coefficient of affecting the Organization Purposes of the employees on customer satisfaction in special cooperative Iran Khodro employees is 0.18, which shows that 18% of the share of dependent variable (customer satisfaction) by independent variable (Organization Purposes) is explained .since , significance level of T statistical to constant amount and independent variable (Organization Purposes) is less than 0.05, therefore based on the above table; the research statistical model is the following:

$$y = 1.554 + 0.475 X$$

In other words, the first hypothesis was confirmed. It means that, Organization Purposes is effective on customer satisfaction in special cooperative company of Iran Khodro employees. It means that, with proper orientation the Organization Purposes by employees (in other words the employees who specific procedures and methods there are for doing the works and prevention from their deviations too much, they are able that keeping of satisfying for more customers from their cooperatives) amount of customer satisfaction in the cooperative company Iran Khodro will be increase. In other words, organization objectives effect on customer satisfaction in special cooperative company of Iran Khodro employees.

#### Conclusion based on Second Hypothesis

Procedures Consistency of Employees (Compatibility) is effective on customer satisfaction in special cooperative company of Iran Khodro employees.

Significance level of F test (with 46.05) is less than 0.05 (0.000) and as a result, the regression equation coefficient of the related to independent variable (Procedures Consistency of employees) is against of zero. Partial correlation coefficient of affecting the Procedures Consistency (Compatibility) employees on customer satisfaction in special cooperative Iran Khodro employees is 0.37, which shows that 37% of the Variance of dependent variable (customer satisfaction) by independent variable (Procedures Consistency of employees) explains the data. Significance level of T statistical to constant amount and independent variable (Compatibility) is less than 0.05 thus based on the above table; the statistical model is the following:

$$y = 1.929 + 0.326 X$$

Therefore, the second hypothesis was confirmed. This means that, Procedures Consistency of employees is effective on customer satisfaction in special cooperative company of Iran Khodro employees.in other word, those groups of knowledge and awareness which identify the specify procedures of activities and its results on individuals and organization in future.

#### Conclusion based on Third Hypothesis

Organizational Culture is effective on customer satisfaction in special cooperative company of Iran Khodro employees

Significance level of F test (with 93.7) is less than 0.05 (0.000) and as a result, the regression equation coefficient of the related to independent and main variable (Organizational Culture) is against of zero. As it is clear, Partial correlation coefficient of affecting the Organizational Culture of employees on customer satisfaction is 0.49, which

shows that 49% of the Variance of dependent variable (customer satisfaction) by independent variable (Organizational Culture) was explained. Significance level of T statistical to constant amount and independent variable (Organizational Culture) is less than 0.05, as a result based on the above table; the research statistical model is the following:

$$y = 0.999 + 0.651 X$$

Therefore, Research main hypothesis was confirmed. It means that, Organizational Culture is effective on customer satisfaction in special cooperative company of Iran Khodro employees. In other words, employees using corporate culture (a system in which a common understanding of the parties to an organization that is separate two organizations from one another the) have enjoyed a good strong and better able to satisfy their customers and lead to comfort and prosperity in their field. Finally, with doing the Statistical hypothesis testing for each of hypotheses, all hypotheses in this research was confirmed.

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