

An Experimental Study For Identification items in Organizational Culture based on Customer-Centered in Iran`s Bank (Case Study: Maskan Bank in Semnan Province)

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ABSTRACT

The aim of this study is, identification items in organizational culture based on Customer-Centered in largest services namely, maskan bank and largest province, namely, Semnan. Investigation was taken into applied target and gathering information about measurement. In analyzing main hypothesis from Factor Analysis and identification items in organizational culture based on customer-centered and Varimax Rotation, and for analysis second hypothesis, determining roll of items, we can use Multiple Regression whit step wise. For gathering information, use on questionnaire whit 42 items in 10 section and likert spectra. Statistical populations are: managers, assistance and personal in maskan bank and select 150 people for determining extent of sample, regard to sampling formula. This study was carried for first time and had innovative trend. The result show: in factor analysis and regression there were 42 items in 8 groups, named regard to investigations literature, and reward system had no effect on organizational culture based on customer-centered, therefore omitted. Also whit regard to standard value, highest share is related to integrate and least role in leadership.

KEYWORDS: Organizational Culture, Customer-Centered, Factor Analysis, Multiple Regression, KMO index, Bartlett Test, Maskan Bank

INTRODUCTION

It is almost two decades that theorist and authors in organization and management area, particularly authorizes in organizational behavior and specialist in revolution organization, propound main subject that is not tangible and sensible. But has significant effect on human behavior and if recognized and studied suitable represent many behavior in organization, affected by main subject. Experts like "Warren Bennis", "Edgar Schien", "William Ouchi" and ... studied this subject and its role appearing in "in search of excellence" book, written by peters and waterman. This main subject has called "Organizational Culture". Results show the most effect on optimization operation is culture and tendency to customer is organizational culture and leading them to answering customers. Applying strategies about customer, require organizational culture and adapting and responsible to changes [1]. To this reason, structure and organizational culture in firms have high operation, we effort highest value produce on customer and his/her consent [2]. Shine believe, culture is important because it is resultant of potential, unconscious forces and show individual and group behavior and determines mental temple attitudes and accepted [3]. Leslie & Gelfand (2011) defined organizational culture sachets believe that every member have portion in it [4]. In other words, organizational culture is value chain that describe about human`s nature and separate one special organization from other organization [5]. In another describe, organizational culture defined as part internal environment in organization and in fact is compound of engagements, believes and similar values between members and used for guiding personal in performing duties [6]. Whit subtle look to this define, find out main background in organizational culture is system includes means and similar concepts between organization`s member [7]. There is not exalted culture in organization without customer. In current era, motor power commercial in world is not product and market, but customer`s desires are important [8]. In simple definition "customer is one who buying something from us" or "we sale something to them" or "who that if was not we don`t have any job". But in complex definition customer is one who carry transaction and trading in competitive environment and this situation give something and take something[9]. The comprehensive definition is "everyone who`s has relation whit you, sometimes whit aim and sometimes randomly, is customer". According to this definition, customer`s concept and itself involve whole life [10]. In recent study and investigation, manager`s reports that customers are shareholder that personnel`s and managers should answer for beginning change in organization continuously[11]. In one look, we can conclude 3 type

attitudes about customer in organization: 1- customer focused: in this class we confront quests and supposition, and observing market, consider customer's trend to purchasing and owner try regard to customer sale highest goods. 2- Customer centered: seller measure opinion attitudes and suggestion, then desire and need meet together. In this way and customers' view, performing continuous progress. 3- Customer oriented: customer in this class is employer, and producer have to give everything to consumer. In this approach every goods is related to customer and basis or axis in work is order customer. Creating an organizational culture confident is necessary and its principal must perform, because customers are vital force in every organization and there is no substitute for food service. Therefore successful organization, develop good and suitable service to customer and propagate loyalty[12]. In this direction, Jaffari&Rezaei (1386) represent concept model in 9 dimensions and 42 items such as dimension and organizational culture [13]. Michael ray (1992) dimension in organizational culture that leads to customer centered, introduce in this concept model [14]. Davis (2007) in his concept model, introduce encouragement team, applied technology and new knowledge in new situation and care to creative, innovation, loyalty and commitment to organization, product or, developing new services like dimension organizational culture [15]. Ereal et al (1991) represent in their concept model innovation trending to main team, knowledge's spreading and ets such as organizational culture [16]. One of the comprehensive and propound subject in this area regard to role customer such as key factor and successful in organizational is Robbins model (1996) and this study is based on. Model describes 10 attribute in 42 items from structural and behavior in organization. In following we show (figure1) investigation's dimension regard to Robbins temple:

Fig1: dimension in organizational culture based on customer centered



MATERIALAND METHODS

Principal in every science is recognition's way, and value a credit in it show reorganization way [17] From point of view target is applied and from point of view gathering information is measurement. Statistical populations are managers, assistant, personnel in maskan bank, in one of the highest province with 21 part and 250 people. Statistical sample in this investigation regard to population and sampling formula, select 150 people. In gathering information we use questionnaire in two dimensions: 1- demography information with 8 questions and 2- information about inference statistical with 42 questions and 10 areas and one spectrum with 5 items.

Very low	Low	middle	high	Very high
1	2	3	4	5

Table 1: investigation spectra

Row	Dimensions	Question
1	individual innovation	1-5
2	accepting risk	6-9
3	Guidance & leadership	10-12
4	Integrity	13-19
5	management's supporting	20-24
6	control & supervision	25-28
7	identity	29-31
8	rewarding system	32-33
9	accepting criticism	34-37
10	communication temple	38-42

Table 2: investigation item and related question

For studying main hypothesis we use Factor Analysis exploratory and in minor hypothesis use multiple regressions, step wise. Investigation hypothesis are:

- Main hypothesis: which are item in organizational culture based on customer centered in banking industry?
- Minor hypothesis: how much is portion items in customer centered?

For validity investigation we design one questionnaire with regard to factor analysis. In this step for validity, using two test index KMO and Bartlett (Kaiser-Meyer-Olkin Measure of Sampling Adequacy & Bartlett's Test of Sphericity). KMO's index is about sampling adequacy and range from zero to one. If closer to one, expected data are suitable for factor analysis, otherwise (less than 0.6) are not suitable. This index taken from below formula:

$$KMO = \frac{\sum \sum r_{ij}^2}{\sum \sum r_{ij}^2 + \sum \sum a_{ij}^2}$$

r_{ij} is correlation coefficient between i & j, a_{ij} is correlation slight coefficient between them. Also Bartlett Test is about identification in correlation matrix and not suitable for structure's identification in Factor model if Sig is less than 5%, factor is suitable, because reject hypothesis about identification in correlation matrix. Result was show in below table:

KMO index (Status quo)	Bartlett Test (Status quo)	KMO index (Desired status)	Bartlett Test (Desired status)
0.892	0.000	0.900	0.000

Table3: validity of the Questionnaire

For reliability investigation we used Cronbach's alpha. Result was show in below:

Dimension	α	Dimension	α	Total (Status quo)	α	Total (Desired status)	α
individual innovation	0.871	control & supervision	0.757				
accepting risk	0.807	identity	0.783				
Guidance & leadership	0.824	rewarding system	0.631				
Integrity	0.913	accepting criticism	0.887				
management's supporting	0.817	communication temple	0.700				
					0.959		0.958

Table4: reliability investigation with Cronbach alpha

Analysis Main Hypothesis: we use discovery way and varimax cycle. First output has high adequacy in question. Next output are Initial and Extraction respectively:

Row	Component's name	Initial	Extraction
1	Find new ways to work by staff	1	0.654
2	The freedom and independence of the Bank's staff	1	0.782
3	Acceptance of new ideas and new bank	1	0.707
4	Encourage creativity and innovation by managers	1	0.725
5	Despite the policy of supporting creative and innovative	1	0.779
6	Willingness to implement new ideas and operational	1	0.772
7	Continually challenging traditional approaches and ideas	1	0.646
8	Personnel risk	1	0.728
9	Directors welcomed the initiatives associated with risk	1	0.687
10	Set clear goals for each employee	1	0.623

11	Clear performance expectations of staff	1	0.619
12	Trying to improve employee performance	1	0.666
13	There are precedents in the personnel affairs	1	0.706
14	Precedents exist between various entities in the bank	1	0.642
15	Bank of unity and solidarity among staff	1	0.644
16	There is unity and empathy between the staff and management of the bank	1	0.781
17	There is unity and harmony between bank managers	1	0.581
18	Of unity and solidarity among employees and bank customers	1	0.710
19	There is unity and harmony between managers and bank customers	1	0.778
20	Management support staff when necessary	1	0.793
21	Easy access to management staff when needed	1	0.756
22	Continuous communication with personnel management	1	0.715
23	According to the management, staff comments	1	0.700
24	According to the views of management personnel	1	0.731
25	And indirect supervision of staff behavior in the workplace	1	0.819
26	Direct monitoring of staff behavior in the workplace	1	0.666
27	Behavior of employees at work and trying to improve it	1	0.630
28	Under the control and supervision of the staff felt strongly	1	0.692
29	Housing Bank staff are proud of the staff	1	0.703
30	The degree to which personnel in his community as a "mortgage banker" are introduced.	1	0.842
31	Staff believes that the "mortgage banker" because of his social standing in the community is enhanced.	1	0.723
32	Personnel performance evaluation based on clear and transparent criteria	1	0.727
33	Paid bonuses based on individual performance achieved	1	0.752
34	Accept conflict in Bank	1	0.743
35	Encourage staff to constructively challenge	1	0.790
36	Encourage employees to express constructive criticism	1	0.802
37	Tolerate dissenting opinion of the Management	1	0.659
38	There are informal groups influence the Bank	1	0.820
39	Access to the news of bank personnel through informal channels	1	0.517
40	Emphasis on hierarchy observe the interactions	1	0.702
41	Rumors spread in the bank	1	0.869
42	Rumors of trusting the bank staff	1	0.834

Table5: Communalities

Because initial participation column does not define participation before extraction factor, all they equal to 1 and all variable have high average up to 0.5 and stay in analysis. Next output includes 3 parts. Initial Eigenvalues, Extraction Sum of Squared Loading, Rotation Sum of Squared Loading and determining factors that stay is analysis. With regard to below table, between 42 variables, only 8 factor select such as main factor and have special value larger than 1 and show 72% changes.

component	Initial Eigenvalues			Extraction sums of squared loading			Rotation sums of squared loading		
	Total	% of variance	% of cumulative	Total	% of variance	% of cumulative	Total	% of variance	% of cumulative
1	17.596	41.895	41.895	17.596	41.895	41.895	6.881	16.384	16.384
2	3.364	8.009	49.904	3.364	8.009	49.904	5.373	12.793	29.177
3	2.022	4.813	54.717	2.022	4.813	54.717	5.229	12.450	41.626
4	1.795	4.273	58.990	1.795	4.273	58.990	4.057	9.660	51.286
5	1.710	4.073	63.063	1.710	4.073	63.063	3.045	7.272	58.558
6	1.393	3.316	66.379	1.393	3.316	66.379	2.174	5.176	63.734
7	1.241	2.954	69.333	1.241	2.954	69.333	1.998	4.758	68.492
8	1.094	2.604	71.938	1.094	2.604	71.938	1.447	3.445	71.938

Table6: Principal Component Analysis

Above table shows only 8 factor and its value are higher than 1. In extraction with rotation, we use Varimax, because it disturbed changes between factors like monotonous. Interpretation load without rotation is not easy, and then we continue to rotation until increasing capabilities their interpretation. Table7 show Rotated Components Matrix with variable and load that have highest value.

Component								Dimensions	
8	7	6	5	4	3	2	1		
							0.673		Find new ways to work by staff
							0.705		The freedom and independence of the Bank's staff
							0.729		Acceptance of new ideas and new bank
							0.582		Encourage creativity and innovation by managers
							0.694		Despite the policy of supporting creative and innovative
							0.543		Willingness to implement new ideas and operational
							0.478		Continually challenging traditional approaches and ideas
							0.540		Personnel risk
							0.639		Directors welcomed the initiatives associated with risk
							0.608		Set clear goals for each employee
							0.571		Clear performance expectations of staff
							0.677		Trying to improve employee performance
							0.541		There are precedents in the personnel affairs
							0.485		Precedents exist between various entities in the bank
						0.520			Bank of unity and solidarity among staff
						0.510			There is unity and empathy between the staff and management of the bank
0.650									There is unity and harmony between bank managers
						0.741			Of unity and solidarity among employees and bank customers
						0.686			There is unity and harmony between managers and bank customers
					0.578				Management support staff when necessary
						0.648			Easy access to management staff when needed
						0.614			Continuous communication with personnel management
					0.465				According to the management, staff comments
				0.788					According to the views of management personnel
				0.888					And indirect supervision of staff behavior in the workplace
				0.690					Direct monitoring of staff behavior in the workplace
				0.525					Behavior of employees at work and trying to improve it
				0.426					Under the control and supervision of the staff felt strongly
			0.590						Housing Bank staff are proud of the staff
			0.767						The degree to which personnel in his community as a "mortgage banker" are introduced.
			0.743						Staff believes that the "mortgage banker" because of his social standing in the community is enhanced.
					0.546				Personnel performance evaluation based on clear and transparent criteria
					0.609				Paid bonuses based on individual performance achieved
					0.634				Accept conflict in Bank
					0.750				Encourage staff to constructively challenge
					0.729				Encourage employees to express constructive criticism
					0.582				Tolerate dissenting opinion of the Management
0.891									There are informal groups influence the Bank
0.509									Access to the news of bank personnel through informal channels
				0.715					Emphasis on hierarchy observe the interactions
		0.902							Rumors spread in the bank
		0.872							Rumors of trusting the bank staff

Table7: Rotated Components Matrix

Above table show extent propagation rumor in bank that has highest propriety above 0.908 and personnel's feeling to under control has lowest propriety 0.426 first part had the most value but in propriety placed in low rank. For comparing between this position and idea situation, factor analysis, studied without limitation. For this process no component became omitted.

Analyzing Minor Hypothesis: we use multiple regressions. In this way items enter to equation one by one and if one of them had not meaningful role in regression, omitted from it [18]. Table8 show output model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	67.052	6.728		9.966	.000
	Integrity	4.068	.185	.875	21.940	.000
2	(Constant)	47.985	5.237		9.163	.000
	Integrity	2.696	.183	.580	14.716	.000
	accepting risk	3.851	.343	.442	11.225	.000
3	(Constant)	12.965	5.189		2.498	.014
	Integrity	2.281	.144	.490	15.791	.000
	accepting risk	3.751	.260	.431	14.412	.000
	control & supervision	2.111	.201	.253	10.480	.000
4	(Constant)	14.950	4.432		3.373	.001
	Integrity	1.888	.134	.406	14.103	.000
	accepting risk	2.827	.254	.325	11.131	.000
	control & supervision	2.075	.172	.248	12.074	.000
	accepting criticism	1.622	.217	.226	7.475	.000
5	(Constant)	10.103	3.486		2.898	.004
	Integrity	1.538	.110	.331	13.950	.000
	accepting risk	2.654	.199	.305	13.370	.000
	control & supervision	1.616	.142	.193	11.400	.000
	accepting criticism	1.702	.169	.237	10.063	.000
	identity	1.674	.171	.184	9.759	.000
6	(Constant)	2.340	2.975		.787	.433
	Integrity	1.494	.090	.321	16.640	.000
	accepting risk	2.406	.164	.276	14.663	.000
	control & supervision	1.273	.122	.152	10.436	.000
	accepting criticism	1.804	.138	.251	13.067	.000
	identity	1.543	.140	.170	10.997	.000
	communication temple	.884	.102	.122	8.634	.000
7	(Constant)	3.736	2.342		1.595	.113
	Integrity	1.243	.075	.267	16.495	.000
	accepting risk	2.098	.133	.241	15.788	.000
	control & supervision	1.012	.100	.121	10.147	.000
	accepting criticism	1.537	.112	.214	13.710	.000
	identity	1.373	.112	.151	12.295	.000
	communication temple	.907	.080	.125	11.276	.000
	management's supporting	1.006	.106	.165	9.470	.000
8	(Constant)	3.047	1.404		2.171	.032
	Integrity	1.109	.046	.238	24.144	.000
	accepting risk	1.283	.095	.147	13.564	.000
	control & supervision	.942	.060	.113	15.725	.000
	accepting criticism	1.297	.069	.181	18.853	.000
	identity	1.268	.067	.139	18.850	.000
	communication temple	.912	.048	.126	18.933	.000
	management's supporting	1.098	.064	.180	17.188	.000
	individual innovation	1.119	.070	.166	15.960	.000
9	(Constant)	2.541	.818		3.108	.002
	Integrity	.987	.028	.212	35.577	.000
	accepting risk	1.115	.056	.128	19.907	.000
	control & supervision	.922	.035	.110	26.420	.000
	accepting criticism	1.335	.040	.186	33.286	.000
	identity	1.162	.040	.128	29.313	.000
	communication temple	.969	.028	.133	34.290	.000
	management's supporting	1.011	.038	.165	26.906	.000
	individual innovation	.926	.042	.137	21.823	.000
	Guidance & leadership	1.027	.062	.097	16.619	.000

Table8: results from regression analysis by stepwise way in main component

Regard to above table, component in reward system has not role in organizational culture based on customer centered. There for omitted. Also with regard to this standard value, the most shares are related to integrity and the least is leadership.

DISCUSSION AND CONCLUSION

42 items classified in 8 groups A-B-C-D-E-F-G & H. With regard to priority based on factor value, every variable have the most factor and extent rumor in bank with 0.908 has highest preopening and personnel's feeling with 0.426 has the least priority. Also first part has the most scale and place in low rank. In addition, in multiple regressions for determining 10 components in organizational culture based on customer centered, the most roles were related to integrity and the least was leadership. Equation in regression is below:

$$\text{Organizational Culture Customer-Centered} = 2.541 + \text{integrity (0.987)} + \text{accepting risk (1.115)} + \text{control and supervision (0.922)} + \text{accepting criticism (1.335)} + \text{identity (1.162)} + \text{communication temple (0.969)} + \text{management's supporting (1.011)} + \text{individual innovation (0.926)} + \text{leadership (1.027)}$$

Several application suggestions

- According to the components organizational culture based on customer-centered and their utilization with according to the component important and role in this culture in development of HR strategies in maskan bank
- To provide the necessary fields for establishment and implementation of this model in bank branches (organizational culture based on customer centered model)
- With regard to results from factor analysis, two groups (first and third) in addition to 52.37%, allocation whole variable to themselves therefore can integrate together. There are 2 groups, we can developing organizational culture based on customer centered.
- Two groups (2 and 4) contain equal value from variables and allocation 28.56% variables to itself, therefor with regard to integration, not improve whole factor but every component progress.
- The least extent related 5 to 8 groups with 15.04% variables and can integrate.
- Groups from the 1 to 4 with 80.93% have highest variable then we can divide them between 4 groups. Whole classification reduces to 4 set.
- This process not to lead grow component but grow main item into organizational culture based on customer centered.
- Highest value is related in 6 to 7 groups with 5.52% for reinforcing this disadvantage; we give one program and main purpose.
- For determining role items, we use multiple regressions. This equation written in 10 subscales. For reinforcing main item, focused on variables and placed omitted equation forward such as program in organization that developing their grow.

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