

The Relationship between Customer Orientation with Service Orientation and Job Satisfaction from Perspective of Employees in Sport and Youth Offices, Tehran

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ABSTRACT: The research aimed to investigate the relationship between customer orientation and job satisfaction with service orientation from perspective of employees in Sport and Youth Offices, Tehran. The research method is descriptive, correlation type that has been implemented as field. Its population included all employees of Sport and Youth Offices in Tehran (n= 500). There were selected 193 people as the research sample. The questionnaires of customer orientation of Donovan et al (2009), service orientation of Saura (2005) and job satisfaction of Visoci and Chrom (1998) were used to collect the research data. The research findings showed a significant positive relationship between customer orientations with service orientation. There was also seen a significant positive relationship between customer orientation and job satisfaction. Finally, service orientation had a significant positive correlation with job satisfaction. According to the research results, it is suggested that by adopting appropriate programs on customer orientation, managers of Sport and Youth Offices in Tehran can increase service orientation of their employees, in addition to their job satisfaction.

Keywords: Customer Orientation, Service Orientation, Job Satisfaction, employees in Sport and Youth Offices

INTRODUCTION

According to the changes in today's environment and its requirements, many organizations are at a large crossroad. On the one hand, today's organizations claim that they are customer-oriented and on the other hand, they

claim that pay more attention to their human resources more than the past human resources in organizations are working in better conditions than the past. In recent years, pay attention to customers' needs and respond to their demands has been considered as one of the most important and urgent tasks or objectives for organizational, whether in production or services sectors (Lassar, Manolis, Winsor, 2000). Due to expand the competition environment, firms and institutes have focused their attitudes toward achieve more customer satisfaction for more sales and profit (Elahi, Heidari, 2005). According to the situation, many companies have put customer orientation into their work and look for ways to attract and retain customers. In this regard, Babakus et al (2003) suggest that successful organizations have better performance on customer orientation and owe their success to customer-oriented strategies. Kohli and Jaworski (1990) believe that customer orientation includes items such as customer requirements, customer complaints, and frequency of purchase by customer and customer's willingness to repurchase. Since customer orientation can play an important role in organizational success, understanding the benefits and consequences of customer orientation will help executives to close to customers and respond to their needs faster and better (Rod & Ashill (2010).

One of the consequences of customer orientation is to improve and develop service orientation of an organization's staff for needs of customers. Given the current situations, organizations pay special attention to quality of services and service orientation of their employees. Today, quality of goods and services is considered as a very important issue in organizations. Those organizations that provide services to customers have understood the increasing importance of service quality. Results of some conducted studies in this area show that providing high quality service is a key strategy to seize the market, return on investment, reduce production costs, develop and promote productivity and organizational success in today's competitive environment (Kim & Trail (2010). Meanwhile, providing high quality service is a competitive advantage for enterprises that can lead to organizational growth (Xie, 2005). The conducted studies in the public and private services sectors on the United States of America showed that positive customer perception on the provided services can lead to gain strategic advantages, repurchase, more selling and extensive word of mouth promotion. Therefore, understanding customer's perceptions on quality is necessary for organizations that want to meet the needs of their customers (Jao-Chuan, 2008). Accordingly, customer orientation can be considered as a tool to develop service orientation in organizations.

Another benefit and consequence of customer orientation is to shape the desired behaviors in behavior of an organization staff. In this regard, Schneider and White (2004) suggest that customer orientation plays an important role to improve performance and behavior of employees in an organization. According to the researchers, considering to customer orientation can specify the need of staff for training and development. In a research titled "the relationship among customer orientation, service orientation and job satisfaction in finance services, Spain" Saura et al (2005) showed that customer orientation enhances service orientation and job satisfaction of employees in these institutions. Yavas et al (1997) suggest that employees with high motivation, satisfied and committed play a crucial role in customer satisfaction of an organization and their desire to back again. Lewig and Dollard (2003) believe that attitude and behavior of organization's staff towards customers as well as quality of the perceived services by customers will form organizational satisfaction and emotional commitment. According to the above-mentioned matters, considering customer orientation can enhance performance of employees and consequently, success of entire organization. Such a thing is true in sport organizations too. Customer orientation and its consequences have not been properly considered in the country's sports organizations. It is necessary to assess customer orientation and its consequences in such organization, especially Sport and Youth Offices. As a result, it can provide better services for customers of the organizations. Accordingly, the researcher sought to find answer to the question whether there is a relation between customer orientation with service orientation and job satisfaction from perspective of employees in Sport and Youth Offices, Tehran.

MATERIALS AND METHODS

The research population included all employees of Sport and Youth Offices in Tehran on 2015 (n= 500). According to size of the population, the sample size was determined based on Cochran formula and there were

selected 193 employees of Sport and Youth Offices in Tehran. The random selection method was used to the sample size. According to the research objectives, 13-item questionnaire of customer orientation of Donovan et al (2009) was used to measure customer orientation. Its reliability was 0.91. There was used 22-item questionnaire of Visoci and Chrom (1998) to measure job satisfaction of employees of Sport and Youth Offices in Tehran. Its reliability was 0.79. There were used 25-item questionnaire of Saura et al (2005) to assess service orientation of employees of Sport and Youth Offices in Tehran. Its reliability was 0.83. In the present research, all used questionnaires are scored based on Likert five-point measurement scale (1: strongly disagree; 5: strongly agree).

The questionnaires were submitted for five professors of physical education (planning and management in physical education), in order to determine their content and nominal validity. The Cronbach's alpha coefficient was used to determine internal reliability of the questionnaires. For this purpose, 40 employees of Sport and Youth Offices in Tehran completed the questionnaires. The Cronbach's alpha coefficient was 0.89, 0.78 and 0.79 for components of customer orientation, service orientation and job satisfaction respectively.

RESULTS

The research results showed a significant positive relationship between customer orientations with service orientation from perspective of employees of Sport and Youth Offices in Tehran.

Table 1. The relationship between customer orientation and service orientation with job satisfaction.

Predictor variable	Criterion variable	Spearman correlation coefficient	Sig.
Customer orientation	Service orientation	0.523	0.001
Customer orientation	Job satisfaction	0.426	0.001
Service orientation	Job satisfaction	0.767	0.001

Given the significant level of correlation coefficient of Spearman statistic for the relationship between customer orientation with service orientation, customer orientation with job satisfaction and service orientation with job satisfaction is lower than significance level (0.05) from perspective of employees of Sport and Youth Offices in Tehran, in confidence level of 95%, it can be said that there is a relationship between these variables. Therefore, there is a relationship between customer orientation with service orientation, customer orientation with job satisfaction and service orientation with job satisfaction from perspective of employees of Sport and Youth Offices in Tehran.

Explaining multivariate regression to predict job satisfaction of employees of Sport and Youth Offices in Tehran based on customer orientation and service orientation variables

Table 2. The results of job satisfaction model based on customer orientation and service orientation.

Model	R	R ²	The adjusted R ²	SD	Sig.	Durbin-Watson test
	0.763	0.583	0.587	0.535	0.001	2.216

Table 3. Analyzing variance of predictor variables on the dependent variable.

Changes' source	SS	df	Mean root	F	Sig.
Regression	75.973	2	37.987		
Remaining	54.451	190	0.287	132.550	0.001
Total	130.424	192			

Table 4. Common variances between predictor variables and criterion variable.

Criterion variable	Predictor variables	B-value	Beta coefficient	t	Sig.
Job satisfaction	Customer orientation	0.009	0.008	0.132	0.895
	service orientation	0.845	0.768	12.548	0.001

Multivariate linear regression test was used to provide a statistical model to predict job satisfaction of employees of Sport and Youth Offices in Tehran, based on variables of customer orientation and service orientation. The results are show, in Tables 2, 3 and 4.

Since value of Durbin-Watson test (test of errors' independence) is 1.5-2.5 (1.804), thus the hypothesis of no correlation between the errors cannot be rejected and we can use regression. The significant level of t-statistic shows that among predictor variables, the significant level of service orientation (0.001) is lower than $\alpha = 0.05$, so it can be assumed that the estimated coefficient for this variable is statistically significant at level confidence of 0.95. The shared variance between service orientation and job satisfaction is 0.768.

DISCUSSION AND CONCLUSION

The research results showed a significant positive relationship between customer orientations with service orientation from perspective of employees of Sport and Youth Offices in Tehran. This finding is consistent with the obtained results by Saura et al (2005) and Khan Mohammadi et al (2014). Today, managers have properly understood the importance of focusing on customers to grow their organization and competitiveness. However, customer orientation and striving to satisfy customer has been as a pervasive belief and in practice, many organizations advantage from this approach. However, despite extensive efforts on customer-centered organization, there cannot be achieved to the desired results. Focus on customer is the main reason of superficial understanding of true meaning. There are very few organizations achieve deep focus on customers by methods, new products and services and through a comprehensive change. They are basically non-imitate approaches and they are unique to each organization. Deep focus on customers cannot be achieved only through purchasing software of customer relationship management and customer purchase. In addition, it is not related with designing new and complex products such as mobile phones or even processes that provide customized production for customers. It is a deep attitude about who is customer and what his expected values are.

To deeper focus on customer, organizations are constantly attempting for better, faster and easier ways to perform the required tasks of customers. Such a persistent effort finally makes company as a unique one for customer because response to customer demands in such an organization will be a requirement. Organizations have tried to do this through constant innovation, customer feedback and using knowledge. Organization's activities are intertwined with customers' activities so that customers will be interested to pay more money for its products in long-term. Customers reward organizations and will provide many opportunities to profitable growth. For deeper focus on customers, organizations require systematic processes that form priorities, behavior and organizational systems. A real commitment is vital. Weak acceptance of changes and innovations is fatal; it is especially more important to achieve organization's focus on customers that entire of organization is involved in it. Focusing on customers is not limited on marketing field.

The research results showed a significant relationship between customer orientation and job satisfaction from perspective of employees of Sport and Youth Offices in Tehran. This finding is consistent with the obtained results by Brown and John (2004), Saura et al (2005) and Rod and AShil (2010).

In general, job satisfaction has been defined as happiness and satisfaction of main needs in workplace. Job satisfaction is a positive feeling of a person about his job. It is the result of factors such as workplace conditions, job organizational system, the relationships in work environment and the impact of cultural factors. It can be concluded that job satisfaction is a daily emotion and is influenced by social factors too. Job satisfaction is a factor to enhance

individual performance and satisfaction. Every authority wants to increase job satisfaction among his staff. It can also be said that increasing job satisfaction leads to stronger organizational commitment in people and thereby reducing leaving organization. According to Brown and John (2004), those who are satisfied with their jobs, less absence, do not leave their organizations to find a better job, have proper dealing with clients, do not make trouble for themselves and organization, do their tasks with more comfort and relish and have good physical health. Organizational policies, including customer orientation are the most important factors affecting job satisfaction. Customer-oriented organizations focus all their efforts to attract and satisfy customers. Such organizations refer their human resources as the first factor of victory. These organizations divide their customers into two sections: internal and external customers. According to Rod and Ashil (2010) for marketing success, satisfaction of internal customers, namely organizational customers, is prior to attract outside ones. The satisfied employees attempt to achieve their business and organizational objectives that this can lead to customer satisfaction and ultimately, success of the organization.

The research results showed a significant relationship between service orientation and job satisfaction from perspective of employees of Sport and Youth Offices in Tehran. This finding is consistent with the obtained results by Kim, M., Trail (2010), Saura et al (2005) and Khan Mohammadi et al (2014). Human resource is the most important and vital asset of any organization. Every organization wishes to have the skilled and strong manpower. Due to the intense competition between organizations and increasing corporate costs, organizations are now looking to identify factors affecting job satisfaction of their employees. One of the factors affecting job satisfaction of employees in an organization is to relate the staff with external customers and provide appropriate services to them. According to Li et al (2010), providing suitable working conditions for employees, determining the goals and policies of the organization, considering creativity and innovation opportunities to staff and support them can create conditions to provide good services of the staff and for customers, which it finally affects satisfaction of employees and customers. In this regard, Saura et al (2005) suggest that considering quality of services and service orientation of staff is a key factor in shaping appropriate working behaviors among the staff. Service-oriented organizations are based on identifying the needs of external and internal clients; they also consider improving quality of service and innovation in services as routes to achieve victory.

Conflict of interest

The authors declare no conflict of interest

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