

ANALYSIS OF CUSTOMER ORIENTATION IN IRAN'S AUTOMOTIVE INDUSTRY; (CASE STUDY: SAIPA COMPANY, TEHRAN)

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Abstract

Nowadays, with the advance of information technology, modern systems have been generated which can help organizations in the reduction of internal costs, creating a better interaction with the environment and finally in gaining profits. One of these tools is "customer relationship management". Customer relationship management is a term which has been defined for the description of the manner of interaction with customers and the management of activities done for the establishment of a stable and effective relationship with the customer. The logic of customer relationship management is monitoring and managing the entire process of customer services. It's very important to consider customer relationship management as a system which outlines the ways of working with our customers, solving their problems, encouraging them to buy the products and services of our company and having financial transactions with them. In other words, CRM which is an acronym for customer relationship management includes all aspects of relations and interactions with customers and users. However, it should be noted that customer relationship is not limited to commercial organizations, so its equivalent terms can be stated as clientele (customer), service (marketing), tribute plan of clientele (customer relationship management) and legitimacy & survival (profitability) in public organizations and also as service receiver (customer) and providing services (commodity) in service institutions.

Keywords: Customer satisfaction, Behavior of sellers, Quality of products, Customer's wishes, Receipt time

Introduction

The reason for customer centrality in the competition market is the increasing of income and earning profits. In the area of government services, customer orientation and tribute of clientele have been considered with legal requirement, directive and issuance of guidelines. Whereas in the field of goods sale and providing exclusive services which is nowadays frequent in social interactions, the necessity of customer orientation is a human dignity and spiritual motive. The neglect of this necessity undermines the human dignity of suppliers (Yahyaei Ilehie, 2003).

What prompts today's organizations to customer orientation is the existence of intensive competition in businesses, in a way that failing it can eliminate an organization from the competition arena forever and impose a heavy toll on it. Although in exclusive services,

earning money is very easily grasped and somewhat guaranteed, but there are many requirements for their customer orientation; furthermore, in the area of government services there are some requirements for ensuring the rights of clientele upon which the rights of customers and clients are provided. This article tries to explain the necessities of customer orientation in competitive, exclusive and public organizations in addition to offering a definition for customer orientation and features of customer-oriented organizations (Yahyaei Ilehie, 2003).

Customer orientation backed by beliefs is not time-limited and has been considered by merchants and Muslim tradesmen in all ages particularly in Islamic civilization, in a way that in the culture of Islamic values a branch of sciences called "Makaseb" has been formed and considered for individuals who were engaged in economic activities. A definition of customer orientation with an Islamic attitude is: customer orientations means trying to meet customer demands relying on Divine Laws, right orientation, satisfaction of parties of transaction, the lack of any harm and fairness. In this form of business, many recommendations have been made for the merchant and customer favor in addition to considering money making and gaining appropriate profit which cannot be seen in any free trades of the world. In an Islamic trade, a satisfaction beyond the customer satisfaction is proposed which is the God's satisfaction and fortunately cannot be achieved through hypocrisy and deceit. But, the customer orientation arising from competition began when the supply amount of goods and services relative to demand had been increased due to possibility of mass production. John Meeker, the owner of a department store in the Philadelphia state of America, used the phrase of "customer is right" for the first time in his advertisings and received favorable results in a short time; British merchants also brought similar phrases like "customer is the king" into the business environment (Yahyaei Ilehie, 2003).

By the development of trade environment and its being academic, various definitions of customer orientation have been provided; one of these definitions is: customer orientation means producing and supplying goods or providing services with a focus on customers in order to satisfy them through the provision of applied, emotional and reasonable needs of applicants. According to the definition, it seems that the centrality of customers is certain and inviolable principle and the organization should try to satisfy the applicants through the provision of their applied, emotional and reasonable needs in order to achieve its objectives (Sajjadi, 1998).

Statement of the problem

The existence of competition among institutions and firms for the purpose of gaining a greater share of the market and managers attempts to cause customer orientation and satisfaction in organizations, has led firms to look for a prominent position in the market. Achieving this goal is closely related with reviewing some concepts such as who is the customer? What is customer satisfaction? And what is quality?

The investigation of these three concepts in service markets is more sensitive and important due to their specific features and is also of a particular significance for the organizations in which services are provided. One of the firms and organizations which have been active in providing services and its role and significance in the development of national economy is obvious for all, are banks. Therefore, it seems that exploring the relations between these three concepts can improve and promote the level of services offered by banks for the purpose of customer orientation and will lead to customer satisfaction and also more profit gains. Determination of service quality from the viewpoint of customers, customer satisfaction and also customer identification are considered as some internal measures which represent the

direction of organization towards a service quality that causes customer orientation (quoted from the site of CRM).

Service quality is the readiness of service or good for a user who needs a design quality, adaptation and availability for the location of service offerings (quoted from the site of CRM).

In today's post- industrial age, rapid changes and technological developments cause organizations to think globally and prepare themselves for facing with existing unexpected competitions. In a world of changes which organizations and institutions are under the threat of destruction, the emergence of competitors in the competition arena for service offering and production of goods with a high quality and reasonable price is a threat for organizations. In today's competitive world, organizations which are one step ahead of their rivals in the activity field are successful (Janbakhsh, 2009).

Today, individuals live in an environment which is increasingly moving towards a service-based economy; the investigation and study of characteristics, beliefs and expectations of organization clients and the type of service offering for attracting customers can help to reform organization's activities which results in the satisfaction of users from organization services (Shamloo, 2007).

Experts considered customer satisfaction as the most important duty and priority of company directors and the necessity of stable commitment and solidarity of top managers for customer orientation in organizations or in other words customer satisfaction as a precondition for success. On the other hand, all organizations have found that customer satisfaction lies in the increase of goods and offered services quality and one of the most important advantages of achieving customer orientation or customer satisfaction is the development and offering of high quality services (Sajjadi, 1998).

Significance of the Study

In recent years, organizations have given much attention to the customer orientation by providing more varied services and behavior of their staff in order to draw attention and get new customers; this eventually results in more profits gains as well as a higher survival of companies or organizations. As the customer awareness of deliverable services in telecommunication organizations increases, its affiliated organizations will increasingly be more sensitive to the quality of received services. In order to keep a long relationship combined with customer satisfaction, telecommunication staff should be aware of how to provide the factors that attract customers (Sanayeie, 2007).

Telecommunication service is an important factor in customer orientation and customer retention and its analysis in telecommunication will be more urgent in future. Discussions about customer orientation are of high complexities. Defining and measuring of customer orientation by an agency like telecommunication is very difficult. However, regardless of any beliefs within the organization belongs to service providers of customers or other members of a customer-focused organization, is the identification of customer's expectations. Conducted surveys show that customer perceptions of organization are formed within the expectations towards that organization (Sanayeie, 2007).

Given the fact that customer satisfaction formed on the basis of their expectations and also the customer are the ultimate goal of a customer-focused organization, so the observance and lack of customer satisfaction play an important role in the design of this system. We can state several reasons that why organizations should follow some factors to meet customers' expectations:

Research Objectives

1. The investigation of differences and understanding the type of relationship between customer orientation and customer satisfaction in terms of the main advantage of customer orientation in telecommunication organization of Saipa Company.
2. The investigation of differences and understanding the type of relationship between customer orientation and customer satisfaction in terms of human factors of customer orientation in telecommunication organization of Saipa Company.
3. The investigation of differences and understanding the type of relationship between customer orientation and customer satisfaction in terms of standardization and systematization of customer orientation in telecommunication organization of Saipa Company.
4. The investigation of differences and understanding the type of relationship between customer orientation and customer satisfaction in terms of palpable dimensions of customer orientation in telecommunication organization of Saipa Company.

Research Questions

Main Questions

Is there any significant relationship between customer orientation and customer satisfaction from organization services?

Secondary Questions

1. Is there any significant relationship between the appropriate behavior of sellers and customer satisfaction from organization services?
2. Is there any significant relationship between the good quality of products and customer satisfaction from organization services?
3. Is there any significant relationship between the fitness of goods with customer's wishes and needs and customer satisfaction from organization services?
4. Is there any significant relationship between the receipt time of good and customer satisfaction from organization services?

Research Hypothesis

1. There is a relationship between the appropriate behavior of sellers and customer satisfaction from organization services.
2. There is a relationship between the good quality of products and customer satisfaction from organization services.
3. There is a relationship between the fitness of goods with customer's wishes and needs and customer satisfaction from organization services.
4. There is a relationship between the receipt time of good and customer satisfaction from organization services.

Identification of customer expectations

In previous business models, suppliers had produced and offered goods and services only by focusing on their own facilities and conditions and regardless of customer demands. Actually, many of them have been successful, but this success rather than being dependent on their performance was related to non-competitive conditions caused by supply restrictions and the absence of capable rivals. As it was pointed out, in the modern age the presence of strong

competitors in business field has induced changes in conditions and customer satisfaction has been placed on the agenda (Sanayeie, 2007).

Measurement of Customer satisfaction

As it was pointed out, in today's market profitability and development of organizations are directly and closely related with the degree of customer satisfaction. One of the most important measures of customer satisfaction cycle is the evaluation of his level of satisfaction from received goods and services. In this stage, the marketing unit of the supplier organization directly measures customers' satisfaction from the various dimensions of supplier performance and the received goods and services through independent research institutes and implementation of proper poll schedules. The degree of customer satisfaction not only shows the success rate of supplier organizations in achieving some of the objectives, but also provides the possibility of quality and methods improvement for the supplier organization. Due to the increasing importance of customer satisfaction measurement, some supplier organizations have designed some appropriate and periodic plans for it. However, there are still many organizations which consider any payments and imposing costs in this relation unnecessary due to their disbelief in this important matter. These organizations should pay attention to this fact that disregarding the feelings of customers will worsen the conditions in a near future (Sajjadi, 1998).

Management of Customer Expectations

Suppliers may transfer their varied messages to customers through various communication tools. Advertising messages of different media such as television, radio, street signs, publications and messages passed to audiences through sellers are of this type. As it was stated, these messages affect the formation of expectations level (Yahyaei Ilehie, 2003).

It's necessary that the supplier act towards the design of communication programs with an awareness of the issue importance. We should always regard this basic principle to promise less but to offer more and better than what we have promised. This manner constantly makes the customer feel thrilled and finally strengthens the relationships and customer loyalty as a supplier merchant. Unfortunately, some people think that advertising means exaggeration and overstatement. These people instead of advertising the positive points and competitive rates of goods through communication programs make an attempt to magnify the entire aspects of goods and services mistakenly which will unduly raise the level of expectation among customers. Since their goods or services cannot meet those levels of expectations, the customer will be dissatisfied at the end. Supplier can make an attempt to control the expectation level of actual and potential customers with respect to the importance of the issue and through communication programs. Sometimes, it's necessary to raise the expectation level of potential customers and consequently the quality level of our goods and services to deal with competitors. This strategy is also practicable through planning and implementation of media, messages and appropriate methods (Yahyaei Ilehie, 2003).

Tribute of Customer Orientation

One of the objectives of administrative change is the promotion and maintenance of individual's dignity in bureaucracy. The necessary mechanisms in providing the favorable, appropriate and effective services to people entitled as the tribute plan of individuals and clientele satisfaction in bureaucracy are of particular importance, because the reason for the existence of any organization or system lies in the services it offers to different individuals. We call these individuals "clientele" in the organization. Given the fact that employees of the organization have direct contact with clients and customers, organization and company staff

play an important role in customer orientation and clientele tribute. Organizations that are looking for customer orientation and increase of clientele satisfaction should institutionalize effective communication skills combined with politeness, respect and courtesy in their employees. "How to deal with the clientele" is the most effective factor in their satisfaction compared to others (Elahi, Heydari, 2005).

The clientele tribute should not be abstract, artificial, superficial and sectional, rather attempts should be made to make it institutionalized anywhere in the organization. One of the downfalls of tribute in some organizations is the introduction of cross-sectional and belief-countering slogans and behaviors which will be forgotten again after a certain period, but in the case of being institutionalized, it will be ongoing and permanent. In short, the tribute plan is a highly effective plan if it is not considered sectional as the other plans. If this plan is regarded only at certain times like the others and then be forgotten, surely it will be unsuccessful as well as many other plans (Elahi, Heydari, 2005).

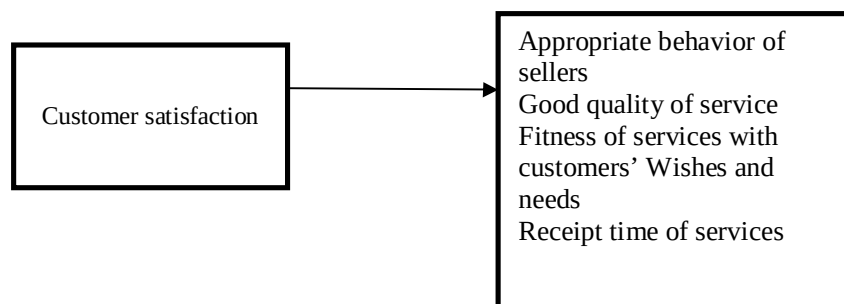
Research Methodology

This project is functional in terms of objective and is descriptive-survey in terms of research method; data collection of the related literature of the topic was done through library method, reading books, computer websites and related articles. Furthermore, a questionnaire has been used in primary data collection for the project topic.

The Followed Steps in the Implementation of Research

1. Preparation and formulation of the research overall structure through library information, reviews of several different books and journals and taking advantage of some related internet sites.
2. Formulation of hypotheses according to research literature.
3. Provision of the research theoretical framework for a better understanding of variables.
4. Designing a questionnaire with the collaboration and consultation of the field's experts and data collection based on the theoretical framework, hypotheses and keywords.
5. Offering of related suggestions to the current issue.

Theoretical Framework of Research



The Philosophy of Maximizing Customer Satisfaction win-win

Customer satisfaction will have a phenomenal impact on the present and future life of an organization. Schlesinger & Heskett (1991) have explicitly stated their belief that there is a

relationship between satisfied customers and employees of an organization through the presentation of a theory entitled “optimal service cycle”.

According to the mentioned theory, the feeling of satisfaction will increase the tolerance threshold to pay more for the required product, so in this way we can raise the amount of benefits and level of wages paid to organization employees. This will reduce the withdrawal and replacement of labor forces. In addition to the provision of a job satisfaction for the employees and the improvement of working morale, the probability of customer satisfaction will also be increased. The organizations which follow this philosophy will be more successful and eventually gain more benefits. In this condition, the benefits of employees, customers and the owners of organization will be provided, thus a win-win condition is dominant here (quoted from CRM site).

Although a number of critics believe that the theory of optimal service cycle is far from reality and has been based on absolutely ideal conditions, but it should be pursued as a worthy goal. The main criticism in this area questions the assumed relationship between employee and customer satisfaction. According to most of us, the behaviors that maximize the staff satisfaction can reduce customer satisfaction. According to human resources experts including Dr. Ben Schneider (2000), a full support of staff and their empowering through appropriate executive methods (for a better understanding and acceptance of codified policies and functions of the organization in order to provide optimum services to customers) is the best approach to maintain a balance between staff and customer satisfaction (quoted from CRM site).

Data analysis

The second part of the first hypothesis

Since the Pearson correlation coefficient is greater than 0.5, so there is a correlation and the rejection or acceptance testing will be conducted.

The calculation of statistics and critical value

Answer	Question 4			Question 5			Question 6			Sum
	F _{oi}	F _{ei}	$\frac{(F_{oi} - F_{ei})^2}{F_{ei}}$	F _{oi}	F _{ei}	$\frac{(F_{oi} - F_{ei})^2}{F_{ei}}$	F _{oi}	F _{ei}	$\frac{(F_{oi} - F_{ei})^2}{F_{ei}}$	
1	29	21.75	2.41	35	21.75	8.07	23	21.75	0.071	87
2	9	7	0.57	8	7	0.142	11	7	2.28	28
3	4	3.25	0.173	1	3.25	1.55	8	3.25	6.942	13
4	3	1.50	1.50	1	1.50	0.166	2	1.50	0.166	6
5	0	0.25	0.25	0	0.25	0.25	1	0.25	2.25	1
Sum	45	0.00	4.903	45	0.00	10.178	45	0.00	11.709	26.79

$$26.79^2 = K$$

$$2 \cdot 4 \cdot d \cdot f = 15.51 = 0.5 \text{ \& } \frac{1}{8} K$$

The third part of second hypothesis

Since the Pearson correlation coefficient is greater than 0.5, so there is a correlation and the rejection or acceptance testing will be conducted.

The calculation of statistics and critical value

Answer	Question 4			Question 5			Question 6			Sum
	Fo _i	Fe _i	فرمول	Fo _i	Fe _i	فرمول	Fo _i	Fe _i	فرمول	
1	16	14.75	0.105	13	14.75	0.207	30	14.75	15.766	59
2	15	9.25	3.57	9	9.25	0.006	13	9.25	1.52	37
3	9	4.5	4.5	7	4.5	1.38	2	4.5	1.388	18
4	3	2.25	0.25	7	2.25	10.02	0	2.25	2.25	9
5	2	2.75	0.204	9	2.75	14.20	0	2.25	2.25	11
Sum	45	0.00	8.629	45	0.00	25.813	45	0.00	23.174	57.616

$$57.616^2 = K$$

$$2 * 4d.f =$$

$$15.51 = 0.5 \&^2_8 K$$

The third part of third hypothesis

Since the Pearson correlation coefficient is greater than 0.5, so there is a correlation and the rejection or acceptance testing will be conducted.

The calculation of statistics and critical value

Answer	Question 7			Question 8			Question 9			Sum
	Fo _i	Fe _i	فرمول	Fo _i	Fe _i	فرمول	Fo _i	Fe _i	فرمول	
1	19	15.5	0.790	21	15.5	1.951	21	15.5	1.951	62
2	15	9.75	2.826	12	9.75	0.519	12	9.75	0.519	39
3	7	4.75	1.065	6	4.75	0.328	6	4.75	0.235	19
4	3	2.75	0.022	4	2.75	0.568	4	2.75	0.568	11
5	1	1.25	0.05	2	1.25	0.562	2	1.25	0.45	5
Sum	45	0.00	4.753	45	0.00	3.928	45	0.00	3.723	12.404

$$12.404^2 = K$$

$$2 * 4d.f =$$

$$15.51 = 0.5 \&^2_8 K$$

The third part of the fourth hypothesis

Since the Pearson correlation coefficient is greater than 0.5, so there is a correlation and the rejection or acceptance testing will be conducted.

The calculation of statistics and critical value

Answer	Question 10			Question 11			Question 12			Sum
	Fo _i	Fe _i	فرمول	Fo _i	Fe _i	فرمول	Fo _i	Fe _i	فرمول	
1	15	12.75	0.397	20	12.75	4.122	16	12.75	0.828	51
2	18	12.75	2.161	17	12.75	1.141	16	12.75	0.828	51
3	10	6	2.66	7	6	0.166	7	6	0.166	24
4	2	1.75	0.035	0	1.75	1.75	5	1.75	6.035	7
5	0	0.5	0.5	1	0.5	0.5	1	0.5	0.5	2
Sum	45	0.00	5.753	45	0.00	7.697	45	0.00	8.357	21.807

$$21.807^2 = K$$

$$2 * 4d.f =$$

$$15.51 = 0.5 \times K$$

Research findings related to hypothesis

There is a relationship between the appropriate behavior of sellers and customer satisfaction from organization services.

In this hypothesis, we initially examined the correlation between the appropriate behavior of sellers and customer satisfaction from organization services using a software and by the investigation of the Pearson correlation coefficient which was equal to 0.141, we concluded that there isn't any effective relationship between the appropriate behavior of sellers and customer satisfaction from organization services, because the coefficient has been lower than 0.5.

There is a relationship between the good quality of products and customer satisfaction from organization services.

In this hypothesis, we initially examined the correlation between the good quality of products and customer satisfaction from organization services using a software and by the investigation of the Pearson correlation coefficient which was equal to 0.914, we concluded that there is an effective relationship between the good quality of products and customer satisfaction from organization services, because the coefficient has been greater than 0.5. And since our critical value has been equal to 15.51 and is lower than test statistic which is equal to 120.74, the hypothesis will be confirmed.

Therefore, there is a significant and effective relationship between the good quality of products and customer satisfaction from organization services

There is a relationship between the fitness of goods with customer's wishes and needs and customer satisfaction from organization services.

In this hypothesis, we initially examined the correlation between the fitness of goods with customers' wishes and needs and customer satisfaction from organization services using a software and by the investigation of the Pearson correlation coefficient which was equal to 0.818, we concluded that there is an effective relationship between the fitness of goods with customers' wishes and needs and customer satisfaction from organization services, because the coefficient has been greater than 0.5. And since our critical value has been equal to 15.51 and is lower than test statistic which is equal to 151.44, the hypothesis will be confirmed.

Therefore, there is a significant and effective relationship between the fitness of goods with customers' wishes and needs and customer satisfaction from organization services.

There is a relationship between the receipt time of good and customer satisfaction from organization services.

In this hypothesis, we initially examined the correlation between the receipt time of good and customer satisfaction from organization services using a software and by the investigation of the Pearson correlation coefficient which was equal to 0.410, we concluded that there isn't any effective relationship between the receipt time of good and customer satisfaction from organization services, because the coefficient has been lower than 0.5.

Suggestions

The establishment of an inspection unit in the organization which is formed in order to improve the performance of company officials and staff in terms of speed, accuracy, work

discipline, work and system upgrades, transparency, rule orientation, attention and sensitivity to the maintenance and consumption of properties, cost saving and also administrative corruption prevention and administrative health fulfillment; its technical, administrative and financial inspectors with their regular and comprehensive inspections take action in offering constructive solutions in order to optimize works and eliminate or reduce the problems besides dominating over the matters of various areas and at the same time with a close collaboration with complaint response unit and verification of proposed matters, they attempt to uncover truths in order to respond to complainants.

The formation of performance evaluation unit which in line with the development, promotion and assurance of telecommunication services and equipments quality and also by scheduled visits to units and telecommunication equipments, customer affairs and applicants takes action in the evaluation of annual performance of all units and reflects the obtained results to the superiors and officials of relevant units for taking necessary corrective actions with an accuracy and precision and in accordance with regulatory forms besides monitoring the proper implementation of standards.

The establishment of a response unit for people's complaints which in line with customer orientation and subscribers satisfaction, besides receiving the complaints and viewpoints of subscribers, staff and dear citizens in person and through the portal of telecommunication company in Western Azerbaijan, answering machine and also the sites of Western Azerbaijan Governor General, National General Inspectorate and Telecommunication company of Iran and their reflection in respective fields, receives the answers and makes complainants aware of that. The increase of internet speed and prevention of its disconnection

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