

Full Length Research Paper

Designing a competent organizational culture model for customer oriented companies

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Accepted 17 June, 2009

Today, the results of researches indicate that the most effective factor in enhanced performance of organizations is culture. The tendency to customer is a form of organizational culture which leads organizations toward responsive to customers, devising customer- oriented strategies need an adoptive and responsive organizational culture against changes. Hence, the structure and organizational culture of high performance companies are shaped in a way to consider the highest value for customer and attract his/her satisfaction. Owing to the fact that establishing a proper culture is the most important issue in attaining customers, present paper attempts to find that what should be cultural dimensions and components of customer-oriented organizations in order to perform their missions well and what is a suitable model for organizational culture in customer-oriented companies? A survey with management professors and certain experts in the field revealed that there are certain dimensions and components of competent organizational culture. This article proposed a revised conceptual model on the basis of these dimensions / components. A questionnaire was designed to examine this model in customer-oriented companies and then it was implemented in target organizations after confirming its validity and reliability. According to results, the emotional and trust-building leadership dimension are in undesirable conditions on studied organizations. So, some recommendations are provided in conclusion to improve competent organizational culture in customer-oriented companies.

Keywords: Organizational culture, competent organizational culture, customer oriented, customer oriented company, customer-oriented culture.

INTRODUCTION

Despite of all improvements in terms of technology and industry, the issue of organizational culture has enforced its stand as an undeniable social phenomenon and as a key factor in organizational success. In other words, organizational planners and managers should consider organizational culture sensitively and carefully in making their decisions and devising their policies (Farahi and Zare, 2006).

By clarifying the importance role of organizational culture in evolving the organization, it should be noted that the basics and principles of serving the customers are necessary in creating a trustable organizational culture because that customers are surviving force for any organization and there is no alternative for good services to customers. As a result, successful organizations breed good relations and good services to customers and finally, customers' loyalty (Stanley, 2007).

In fact , customer orientation as a company culture im-

plies that the customers are in a way the highest management level within a company (Vranesovic et al., 2002).

Overall, one can say that customer-orientation is described as an aspect of the organizational culture which increases both customers' interests and organizational success (Korunka et al., 2007).

Hence, it is now the time in our country that the issues of organizational culture and customer-orientation to be paid attention more in organizations because that in customer's view, an evolved organization is one that thinks about his/her satisfaction continuously, asks his/her opinion and meet his/her ideas (Jelodari, 2006). The author hopes to reveal new dimensions of competent organizational culture subject in this research and attract the attention of managers and planners to the necessity of this important issue.

Statement of the problem

Entering 3rd millennium, many concepts have changed in pioneer organizations and such organizations are

assigned new roles in communities. "Customer" term has not been also excluded from such changes, since it does not longer bring a trading deal into the mind. Rather, the relations among individuals have their meaning in a mutual interaction, so that any person is the customer of others and has also its own customers (Chen and Popovich, 2003). In such circumstance, most organizations have realized that they should move toward customer-orientation and attract customer's satisfaction if they want to survive in today world. Those organizations that do not respect customers' needs and choose goods-approach have to leave the scene. Hence, customer-orientation is recognized as the foundation of new marketing management theories (Bardy and Cronin, 2001).

Therefore, the structure and organizational culture of high performers are so that it is tried to pay most attention to customers' value and satisfaction (Katler, 2004). As the connoisseurs of this field, Narver and Slater (1990) claimed: "customer-orientation is a kind of organizational culture which creates necessary behaviors to establish superior value for buyers in the most effective and efficient manner" (Kurd, 2004).

Owing to the fact that the traits of an organization emerges in the form of its culture and any organization has a unique culture based on its goals and mission, identifying the components of competent organizational culture and devising a proper pattern in customer-oriented companies have become the basic necessities to have an effective behavior and resultant customers' satisfaction as well as achieving a competitive profit or creating interests for the organization.

Hence, what's considered in this research is a step and effort to illuminate the dimensions and components of competent organizational culture in customer-oriented companies and providing a proper pattern based on the missions in order to breed a dynamic environment and enhance the organizational culture in a way to help customer-oriented companies in achieving their aims.

Relationship between organizational culture and customer-orientation

"competent organizational culture" term is used by many people in recent years. It is a combination of ideas, knowledge and skills that help trust-making and commitment. A competent organizational culture includes knowing your own values and beliefs and the fact that how it will influence over your cultural understanding (Wilenius, 2006).

Competent organizational culture can be defined as, a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals that enable them to work effectively in cross-cultural situations. (Saldana, 2001)

Overall, one can say that competent organizational culture expresses the coordination and adoption of organizational culture components with values system, aims and strategies as well as integration of components that

are respected by organizational member enthusiastically and can play the role of a basic capital for the organization. To achieve this aim, the organization should identify and disseminate the most important effective components in obtaining the goals and better services to customers via researches and obtaining the ideas of significant beneficiaries. In fact, competent organizational culture is a skill that managers can develop them in individual and organizational level in order to act with employees in a more effective and efficient manner (Kennedy et al., 2007).

The fertile relationship between the organizational culture and customer orientation is further fostered by the high degree of goal congruity. As argued by Wilkens and Ouchi (1983), high levels of goal congruity promote a long-term perspective based on equity of rewards and costs. Clearly then, as illustrated in the model in Figure 1, on reaches the logical conclusion positing organizational culture as a determinant of customer oriented behavior. (Roy, 1992).

In fact, organizational culture has so deep impact on employees' morale and their interactions with customers which the quality of services should be investigated in such an organizational perspective (Hax and Majulf, 1996). So, real customer-orientation should be a dominated and clear aspect of organizational culture whose necessity is cultural transformation in organizations and paying attention to customer is the highest values and the most important commitment of the organization. (Dunnett, 2007).

Based on above points, one can state that considering competent organizational culture is highly important in organizations in order to achieve successfulness and to improve the process of relating with customer. So in present paper, the main issue is to identify the dimensions and components of competent organizational culture in customer-oriented companies and to provide a proper model for it as a key factor in organizational success.

Purpose of the study

Any project looks for achieving certain goals. The first research objective is to identify the dimensions and components of competent organizational culture by considering theoretical and basics and existed models as well as polling the experts and then to provide customer-oriented companies with a proper model for competent organizational culture. Undoubtedly, the purpose of recognizing organizational culture and providing a relevant pattern is to improve and enhance organizational efficiency and achieving their missions in order to promote their growth and play their valuable role in the country. In this research, target organizations' status quo in terms of competent organizational culture is investigated after designing the model.

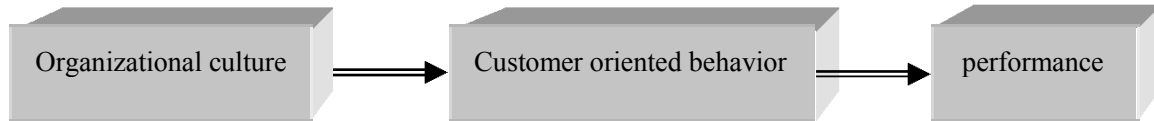


Figure1. Organizational culture, customer orientation and performance of the firm (Roy , 1992).

Previous research in this regard

In recent decades, organizational culture is changed to one of the most important discussions in organizational studies. Overall, one can confirm that in today world, the concept of organizational culture enters the mind whenever the issue of organizational productivity is discussed. The experts try to show its importance as one of the most influential factors in organizations. Undoubtedly, customer-oriented companies are not excluded from it and are subjected organizational culture-related researches.

In this line, Jafari and Rezaei (2007) in their research to define the dimensions and components of effective of organizational culture and providing a suitable model for Azad Islamic University, after broad studying of the literature extracted 9 dimensions and 42 components as the factors of effective organizational culture. On this basis, they prepared a questionnaire in Likert's range and after determining its validity and reliability, they distributed it in sample consisting 953 professors, students of Azad Islamic University. According to the results as well as utilizing research literature, a model was designed that included five basic elements of philosophy and aims, theoretical basics, conceptual framework (scientific culture, innovation/entrepreneurship culture, quality-oriented culture, knowledge-oriented culture, programming culture, answering culture, collaboration/contribution culture, life-time learning culture and networking culture), executive stages and assessment and engineering. To determine its appropriateness, it was delivered to 250 experts and professors of management and organizational culture. The results were analyzed by mean, correlation matrix and factor analysis in which a model with 4.403 mean from 5 was supported. In the meantime, the means of the model's main elements showed that conceptual framework (content) was more emphasized than execution and assessment (process) stages.

Vranesevic et al. (2007) emphasizes in their research the importance of organizational culture. They believed that it indicates the appropriateness of customer-orientation as method of right and explicit culture. The research clarifies the link between customer' satisfaction and employees' satisfaction. It is the result of possible resistance when organizational culture is created via customer-orientation. Besides, the relation between organizational mission and culture is defined and it is asserted that studying customer' satisfaction is a fundamental prerequisite of customer-orientation in culture. In this study, researcher has provided following conceptual model. The

represented conceptual model by this research shows that customer satisfaction could be observed simultaneously as a aim, tool and evaluator of marketing management performance and it is really the necessary and sufficient condition for a customer-oriented culture. Customer satisfaction has influenced over all financial indices and his/her today's satisfaction will lead to tomorrow's financial success. Finally, customer-orientation as an organizational culture is the necessary and sufficient condition for long-term organizational successfulness.

Roy (1992) examined in his research the relationship between organizational variables – on the form of organizational culture – and the salespersons' customer-orientation behavioral level. Roy assumed and evaluated organizational culture as preface for executing and retaining intra-organizational effective customer-orientation. Firstly, the research addresses to seller's personal conception regarding a remarkable appropriateness between its subculture and organizational culture. In reviewing organizational culture as an introduction to customer -orientation, the research studies customer-orientation domain initially and then pursues it by expounding and describing organizational culture behavior. Finally, some assumptions are represented that evaluate the link and relation between organizational culture and successful customer-orientation execution/retention inside the organizations. The main step is to link organizational behaviour and marketing management. The findings show remarkable collaboration and contribution regarding marketing especially sales management. Relationship between organizational culture and salesperson's customer-orientation level is supported by the findings of the research. In this research, the dimensions of organizational culture which finally lead to customer-orientation behavior include: external orientation, complex structure, decentralized decisions, social orientation, emphasize innovation, predisposition to adapt, participative decisions, systematic planning, rewards for team performance, emphasis on conformity, formal procedures, emphasis on cooperation, workgroup loyalty, and intrinsic commitment.

Bellou (2007) addressed in his study the impacts of organizational culture aspects on employees' customer-oriented services and considered the potential differences between managerial staff/non-managerial staff conceptions regarding mentioned relations. The findings indicate that the aspects of organizational culture impact on customer services and cultural development which grows customer satisfaction can be a competitive advantage for organization. Therefore, developing such a

culture for organizational representatives is necessary not only for having a positive perspective about current culture but also for directing it in a way that emphasizes on customers' needs and priorities. Bellou suggest that when trying to predict the degree to which front-line employees are oriented towards satisfying customers' needs, organizational culture, job position and individual characteristics can be very important.

Gillespie and Consulting (2008) emphasizes in their study that organizational culture relates significantly and positively to customer satisfaction. By extension, diagnosing and changing an organization's culture may thus be a viable way to improve customer satisfaction. More specifically, this type of comparative analysis of organizational culture and related change efforts can be expected to relate to customer satisfaction across a range of companies, industries, and customer markets. In this research about organizational culture, some factors were studied by Denison such as involving in work, compatibility and the mission to measure and assess organizational culture. It was proved with some exceptions that there is meaningful relationship between measuring/assessing the culture and customer satisfaction.

Divandary (2004) emphasizes in the study that one of the most important aspects in implementing such strategy is the coordination of cultural process and relevant strategy. In this research, customer-orientation culture and its properties are mentioned and then cultural variables were selected and their compatibility with customer-orientation strategies of national commercial banks was measured. In a research in four major commercial banks, selected cultural variables include power structures, stories, customs and traditions, symbols, values, norms, paradigms and basic assumptions. The compatibility of such variables with banks' customer-orientation strategies was measured and it was concluded by 95% confidence that there is no compatibility between customer-orientation strategies and cultural process of Iranian commercial banks. It shows that national commercial banks need broad cultural changes to achieve the standards of customer-oriented organizations. It is expounded in this research that culture is one of the strongest pillars of the organization in supporting strategies. Managing cultural processes in line with chosen strategy is one of the most difficult steps in realizing the strategy and governing culture on studied banks show that serving customers is not an advantage and main values that lead to growth and promotion. Such culture disseminates and supports deviational ways in progress route.

METHODOLOGY, COMMUNITY AND STATISTICAL SAMPLE

This research is categorized in survey-type studies and is an applied form in terms of its goals and is descriptive in terms of the method of data collection.

Since among target organizations, three organizations such as Social Security, Municipality and Agricultural Jihad are facing with many clients, we used their experts in our research. In the mean-

time, since the researches on banks in recent years show that private banks are considered more customer-oriented than public banks, the research of experts of three private banks in Qom province namely Eghtesad Novin, Saman and Parsian were included.

The resulted statistical sample from sapling formula consisted of 110 individuals that after disseminating 125 questionnaires among experts in studied organizations, 115 questionnaires were collected finally.

The total quantity of gathered questionnaires was 115 including 37 in Municipality, 29 in Agricultural Jihad, 19 in Social Security, 7 in Eghtesad Novin Bank, 11 in Saman Bank and 12 in Parsian Bank.

Data collection method and statistical analysis

Library and field study methods were utilized to gather information about theoretical basics, literature devising, index identification and their related definitions.

The tool of data gathering is questionnaire. Based on extracted dimensions, a 41-item questionnaire with Likert's continuum was devised that its validity was calculated based on the viewpoints of management professors and its reliability was computed based on Cronbach's Alpha ($r = 0.946$). Table 1 Cronbach's alpha related to each dimension of competent organizational culture.

Collected data were analyzed by One-sample T Test as well as Spearman's Correlation test. The parsimony of research conceptual models was examined by EQS software.

Dimensions and components of competent organizational culture in customer-oriented companies

After studying a wide set of organizational culture texts and considering introduced organizational culture models by management thinkers such as Davis, Peterz and Waterman, Robbins, William G. Ouchi, Oreilly and Chatman, Quinn, Hofstede and Harrison, Edgar Schein, Hymowitz, Charles Handy and Denison as well as the importance of customer's role as a key factor of organizational success, finally 7 dimensions and 23 components were selected as dimensions and components of competent organizational culture in customer-oriented companies. For example, Oreilly et al. (1991) considered innovation, team oriented, knowledge distribution, etc as the dimensions of organizational culture. Beugelsdijk et al. (2009) studied the relations between organizational culture and communications, trust and commitment. Davis (2007), in his conceptual model, introduced teamwork encouragement, applying innovative technology to new situations, creativity and innovation, loyalty and commitment to organization, developing new products and services, trust, etc as the dimensions of organizational culture.

On this basis, the authors selected 7 dimensions and 23 components via current literature and diverse organizational culture models and after many discussions and interviews. They used management professors' polling to validate such dimensions and components. Such dimensions / components are shown in Table 2.

Based on recognized dimensions / components, a questionnaire was designed and was represented to 30 professors of management in order to determine its reliability and validity and The results were also investigated.

As Tables 3 and 4 namely mean and standard deviation tables of dimensions / components show, the mean of all factors are greater than 4 and it indicates the emphasis of respondents on mentioned components.

As shown in Table 3, customer-orientation dimension has obtained the highest average. It indicates that respondents have more focused on this dimension. The lowest averages consist of organizational belonging, loyalty and organizational citizenship

Table 1. Cronbach's alpha related to each dimension of competent organizational culture.

Dimensions	Cronbach's Alpha (%)
Customer-orientation	76.8
Justice and professional ethics	72.8
Capability and knowledge-orientation culture	80.3
Participation and cooperation Culture	71
Emotional and trust-building leadership	85
Quality-orientation and continuous improvement culture	79.9
Belonging , loyalty and organizational citizenship behavior culture	81.6

Table 2. the dimensions and components of competent organizational culture in customer-oriented companies

Row	Dimensions	Components
1	Customer-orientation	The form of viewing the customer Customer-relation Management Informing inter/intra organizational customers Valuing inter/intra organizational customers' ideas
2	Justice and professional ethics	Domination of procedural, distributive and relational justice Professional ethics in all affairs
3	Capability and knowledge-orientation culture	The feeling of personal merit Up-to-date knowledge and skills Knowledge creation and dissemination Utilizing new knowledge in organization
4	Participation and cooperation Culture	Discussion and dialogue morale team-orientation dissemination and enhancement Enhancing intersectional cooperation
5	Emotional and trust-building leadership	Emotional intelligence development Honesty in talks and acts Appreciation and respecting the staff Trust and self-openness
6	Quality-orientation and continuous improvement culture	Creating a positive attitude toward change Innovation Quality continuous improvement
7	Belonging, loyalty and organizational citizenship behavior culture	Organizational loyalty Belongingness feeling to organization Responsibility and accountability

Table 3. mean and standard deviation of dimensions.

Row	Dimensions	\bar{X}	SD
1	Customer-orientation	4.77	0.430
2	Justice and professional ethics	4.67	0.479
3	Capability and knowledge-orientation culture	4.47	0.629
4	Participation and cooperation Culture	4.60	0.498
5	Emotional and trust-building leadership	4.57	0.626
6	Quality-orientation and continuous improvement culture	4.53	0.507
7	Belonging, loyalty and organizational citizenship behavior culture	4.40	0.621

Table 4. mean and standard deviation of components.

Row	Components	\bar{X}	SD	Row	components	\bar{X}	SD
1	The form of viewing the customer	4.23	0.679	13	Enhancing intersectional cooperation	4.63	0.556
2	Customer-relation Management	4.50	0.509	14	Emotional intelligence development	4.30	0.651
3	Informing inter/intra organizational customers	4.60	0.498	15	Honesty in talks and acts	4.60	0.563
4	Valuing inter/intra organizational customers' ideas	4.43	0.568	16	Appreciation and respecting the staff	4.37	0.615
5	Domination of procedural, distributive and relational justice	4.67	0.479	17	Trust and self-openness	4.53	0.629
6	Professional ethics in all affairs	4.50	0.572	18	Creating a positive attitude toward change	4.43	0.568
7	The feeling of personal merit	4.47	0.629	19	Innovation	4.60	0.563
8	Up-to-date knowledge and skills	4.50	0.509	20	Quality continuous improvement	4.40	0.621
9	Knowledge creation and dissemination	4.53	0.571	21	Organizational loyalty	4.40	0.724
10	Utilizing new knowledge in organization	4.57	0.504	22	Belongingness feeling to organization	4.47	0.571
11	Discussion and dialogue morale	4.57	0.568	23	Responsibility and accountability	4.63	0.490
12	team-orientation dissemination and enhancement	4.33	0.606				

behavior culture dimension. As shown in Table 4, Domination of procedural, distributive and relational justice component, *inter alia*, the highest average and team-orientation dissemination and enhancement component has the lowest average. It indicated that such component has low priority according to expert. However, all dimensions and components are accepted.

Below, each dimension is expounded and then a conceptual model is represented:

Customer-orientation: Today, the driving force of global trading is neither product nor market; it is customer's needs (Theoharakis and Hooley, 2008). Deshpande et al. (1993) defined customer-orientation in this way: "A set of beliefs that prioritize customer's interests while it does not neglect stakeholders like owners, managers and employees in order to establish a company with long-term profitability" (Bellou, 2007). Customer-orientation points to an extent in which organization and its members concentrate their efforts on customer's understanding and satisfaction (Huff and Kelley, 2005). In fact, customer orientation is needed to secure customer satisfaction and loyalty as both are desired outcomes of retailers. (Gable et al., 2008)

Overall, one can say that a customer -orientation is a proper and ideal response and an active/dynamic reaction to environmental continuous and accelerating changes. In one word, customer-orientation is the code of passing today global difficulties (Bellou, 2007, p. 511).

Justice and professional ethics: As a fundamental need for the life of a group of individuals, justice has been always paid attention during the history. Today, by considering the prevalence and multi-dimensional role of organizations in individuals' social life, the role of justice in organizations is revealed more than ever (Husseinza-deh and Naseri, 2007).

Organizational discrimination and injustice damage organizational culture seriously. In fact, one can claim that one of the factors

which play an infrastructural role in organizational culture is the rate of organizational justice. Contradictorily, it is organizational discrimination and injustice that cause organizational culture with serious loss and weakness. Generally, this indicator (organizational justice) has a remarkable impact on working culture of organizations and the society along with heavy damages to employees' behaviors in workplace (Jafari and Habibi, 2002).

Professional ethics mean a set of "do's" and "don'ts" which should be obeyed by organization (society) members in order to achieve full obliged working qualitative and quantitative conditions. One of the main aims in devising professional ethics is to create satisfaction among manpower and finally customers in the society (Yaghinlu et al., 2001).

Business ethics not only has a fundamental impact on the economical win of any organization but also determines the image of social acceptance regarding the organization. There are three remarkable sources which play a fundamental role in shaping business ethics:

1. Personal ethics
2. Organizational culture
3. Organizational administrative systems

Personal ethics is a remarkable component which individual brings it to the organization and the organization tries to imagine its character and nature by utilizing such processes as selection, familiarity and initial trainings. Administrative systems involve components and elements such as structure, policy, rules, commands, ethical prescriptions, award/punish systems, etc. Administrative systems are the most obvious tools that organizations apply them in their efforts to conduct individual and collective ethics in an ideal and accepted direction. Possibly, organizational culture has the highest impact on individual and collective ethics and finally on business ethics (Zomorodian, 2003).

Capability and knowledge-orientation culture: Capability involves this feeling that individual has the necessary merits in performing his/her tasks successfully and is able to organize relevant functions. Continuous training, upgrading skills and knowledge, authorizing and self-reliance can enhance such a feeling and belief among employees (Hocutt and Stone, 1998).

As we know, the success factor of third millennium organizations in competitive arenas is to move toward knowledge management and management-orientation (Yaghoubi and Kuchakzadeh, 2005). In fact, "knowledge and intellectual capital" are the foundation of major merits and a strategy for better performance (Bergron, 2007). To the same reason, organization should be governed by a culture by which knowledge is dominating the organization freely and easily and encourages the growth and proper application of knowledge assets from the highest ranking of manager or the lowest level of employees. This is the most difficult condition for success of a knowledge plan since its start (Cepeda and Vera, 2007).

Participation and cooperation culture: Participation culture emphasizes on the contribution of organizational members in decision-making and creates the feeling of responsibility, ownership and more commitment to the organization. Toosi believes that participation culture emphasizes on human dignity in workplace, creates ownership feeling, empowers a disabled person, breaks silence culture and finally links human mind and heart to his/her tongue (Ahghar, 2006).

Today, this issue is well understood that being a pioneer in major changes without participation culture and cooperation will not lead to success in any organizational level. Therefore, it needs paramount trainings to found participation principles among manpower (Oakland, 2005).

Emotional and trust-building leadership: Leadership art and manager's communication method has an important role in creating a supreme organizational culture. In other words, leader's impact in establishing organizational culture is unique. In fact, one can say that organizational culture is the resultant of manager's leadership capability. Paramount researches show that leader and his/her behavior are the most important effective factor on employees' attitude regarding organizational culture. Therefore, one can claim that the feelings experienced by employees in workplace are influenced by their sensation and trust to their leaders. In fact, leaders could be considered as the main factor in creating and enhancing such feeling in employees and finally in establishing a supreme organizational culture (Rhoades and Gardner, 2001).

It is said today that providing high services to external customers is influenced by receiving high services by employees (intra-organization customers) from their managers. In fact, the key good services intra-organization customer is appreciation and emotional and trust-building leadership. Emotional and trust-building leadership plays an important role in satisfaction and voluntarily contribution, commitment and loyalty in serving the customers and employees. The traits of such leadership include: merits, honesty, and respect, appreciation, utilizing emotional intelligence, trust, and self-openness and introducing self-personality to others completely (Leban and Zuluaf, 2004).

Quality-orientation culture and continuous improvement: In today competitive world, disseminating quality culture in its full meaning can assure the survival of organizations in global markets hyper-competition. Commitment to quality whether in producing the services or in management, can assure to achieve the aims, strategies and policies of a successful organization. Such a commitment is achievable through believing top management of the organizations and their attempts to respect qualitative necessities. Therefore, an organization is more successful in business that possesses scientific background and necessary specialty along with full/depth view on respecting the principles and protecting customers' right

protection through creating the maximum possible quality and obliges itself to return these aims (Barzegari, 2007).

Continuous improvement includes planning and implementing the processes, inputs, outputs, performance assessment and reforming the processes and their inputs in order to achieve better performance (Oakland, 2005). Overall, one can say that quality and commitment to continuous improvement is necessary to sustainable success (Oakland, 2005).

Belonging, loyalty and organizational citizenship behavior culture: The first effective key factor in organizational citizenship behavior is organizational culture. The evidences show the fact that organizational culture is a fundamental prerequisite to enhance and grow organizational citizenship behavior (Tureh, 2006).

In service companies, the behavioral performance of serving employees shapes a significant part of the quality of understood services by customer. In this case, the importance of social grounds like trust and commitment is clarified (Bienstock et al., 2003) and it is obvious that organizational citizenship behaviors can influence over customer's understanding of service quality (Ackfelt and Coote, 2005). Therefore, it is infinitely significant for service organizations to encourage such behaviors in order to increase the relationship between employees and between employees and customers (Hee and Suh, 2003).

Research conceptual model

By clarifying the importance of organizational culture role in organizational excellence, it is necessary to pay a special attention to this concept in organizations and discover its dimensions and to implement fundamental initiatives toward its excellence. A number of management researchers or consultative agencies/institutes have attempted to design and provide conceptual frameworks, models or special calibration tools to recognize and manage organizational culture. Such authors have tried to focus on culture content and identify the current values in organizational culture. A few of such studies are lacking cohesive theoretical frameworks and/or a certain theory but others possess a strong theoretical ground and are designed based on current theories of organization and management.

Owing to the fact that organizations should realize a culture in which the people have the necessary motivation and capability for their actions and with their belonging feeling to their organization could provide the conditions of organizational effectiveness and guarantee its survival, This paper introduces a certain pattern for competent organizational culture in customer-oriented companies. The most important advantage of this pattern is that the latest attitudes and models of various researchers such as Denison and Davies (2007), Ernest and Lin (2007), Beugelsdijk et al. (2009), Jafari and Rezaei (2007), Farahi and Zare (2007), etc are applied. As shown in Figure 2, the conceptual model of the research comprises of three sections: intra-organizational factors, inter-organizational factors and components of inter-organizational factors.

As we know there are two inter/intra-organizational factors which effect on the organization and there is necessary for organizational survival.

Intra-organizational factors are generally observing the transformations happened on various regional, national and global fields. This transformation show changes in fundamental fields such as market combination, technological changes, new products, ownership patterns, manpower fluctuations as well as political, cultural and social changes. Although changes in character and impact of such forces is performed more in external environment, respecting the increase in the speed of achieving the information and the impact of such r changes in various styles of human life, have a remarkable impact on organization's operations (Zomorodian, 2003).

Table 5. Descriptive statistics.

		Frequency	Frequency percentage	\bar{X}	SD
Gender	Female	15	13%	1.13	0.338
	Male	100	87%		
Age	20-29	46	40%	1.834	0.826
	30-39	46	40%		
	40-49	19	16.5%		
	50-60	4	3.5%		
Education	Bachelor	91	79.1%	2.21	0.408
	Master	24	20.9%		
Career	Less than 5 years	43	37.4%	1.92	0.870
	5-14	43	37.4%		
	15-24	24	20.9%		
	More than 25 years,	5	4.3%		

On the other hand, as we know customers are important parts of the organizational environment and play a major role in organization's life and survival.

If we consider the internal factors and sectors such as human resources, organizational structure, information, systems and methods, technologies and technical knowledge, capital, financial resources and management, the customers' expectations and tendencies will impact such factors and it will be more serious based on the decisiveness of competitive conditions (Al-Husseini, 2001).

Based on above subjects as well as the identified dimensions / components and the impact of intra/enter-organizational factors on the organization are shown in the research conceptual model in next page. It seems that the resultant dimensions / components can provide the ground for creating new visions and open new windows in order to direct and promote a competent organizational culture in customer-oriented companies. Noteworthy, the fitness of the model is measured by EQS software and the findings will be shown.

FINDINGS ANALYSIS

Descriptive statistics

In Table 5 , the frequency sum, frequency percentage, mean and standard deviation in relation with gender, age, education and career are provided.

Benchmarking the research conceptual model by EQS software

To measure the research conceptual model, EQS software was applied. The output of the software is as shown in Figure 3:

Results analysis: As you can see in the output, AIC or Akaike Information Criterion is 9.21853 in this model. This criterion has better fitness when it is smaller. Based on obtained results, Bentler -Bont Index or Normed Fit Index (NFI) would be 0.96. If the rate of this index would

be 0.90-0.95, it is acceptable and the rates above 0.95 are excellent. As shown, the resultant Figure is completely satisfactory and the rated on un-norm index is also 0.95.

Based on the results, Comparative Fit Index (CFI) is 0.96. Its description is similar to NFI and it is completely satisfaction.

Goodness Fit Index (GFI) is 0.99. Fit index has a domain between 0 and 1 and the ratios higher than 0.90 are acceptable. More closer to 1, better fitness between model and data. Achieved GFI in the model shows that the model is fitted with data. Adjusted Goodness Fit Index (AGFI) is 0.96 in this model. Besides, RMSEA is 0.049. The rate of this index for good models is 0.05. Models to which RMSEA is 0/1 have weak fitness. Regarding 90% confidential level in this model, it is ideal that the Figure to be close to zero with not a great upper limit. In this model, confidential level is 0.094-0.014. Since it slower limit is <0.05, then we can conclude that the approximation degree in the society is not so great.

RMR is 0.028 which is relatively small. This index should be too small and near zero. The obtained figure in this model show low RMR with acceptable fitness.

One-sample T Test

One-sample T Test is applied to review the situation of competent organizational culture and its dimensions in each statistical community organization.

Based on the results, in Qom Municipality, emotional and trust-building leadership as well as Quality-orientation and continuous improvement culture dimensions are not in a suitable situation. Other dimensions are in an average position and finally competent organizational culture is in average position in Qom Municipality. According to the results, in Qom Agricultural Jihad Organization, customer-orientation is suitable and emotional and trust-building leadership is not well. Other dimensions are in an average position and finally competent

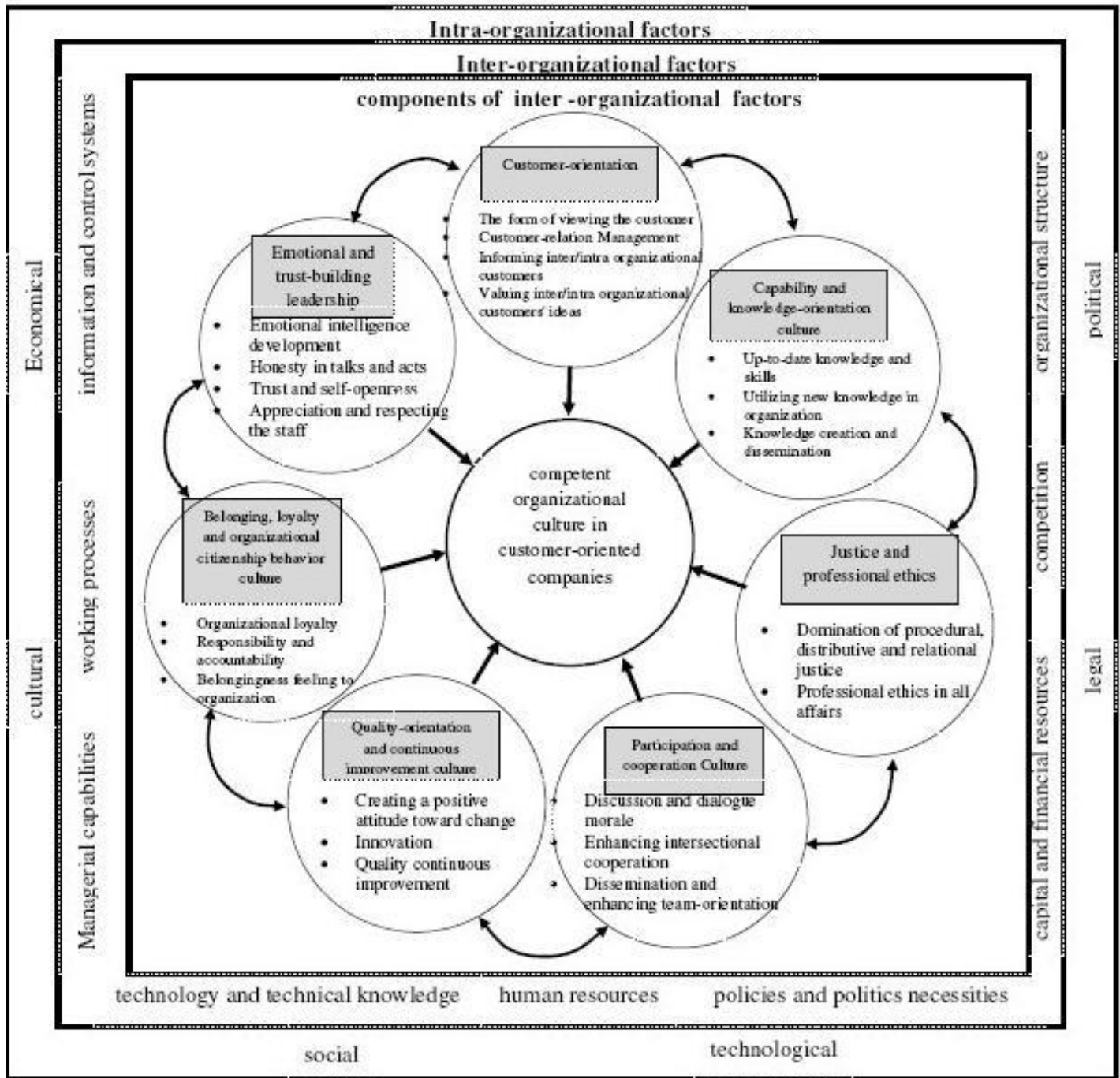


Figure 2. Research conceptual model.

organizational culture is in average position in Qom Agricultural Jihad Organization.

Based on the results of one-sample T Test, in Qom Social Security Organization, customer-orientation and belonging, loyalty and organizational citizenship behavior culture are suitable. Other dimensions are in an average position and finally competent organizational culture is in average position in Qom Social Security Organization.

According to the results of one-sample T Test, in Qom

Eghtesad Novin Bank, customer-orientation is suitable and other dimensions are in an average position and finally competent organizational culture is in average position in Qom Eghtesad Novin Bank.

Based on the results, in Qom Saman Bank, all dimensions of competent organizational culture are in an average position. Meanwhile, the results show that Qom Parsian Bank is in a proper situation in terms of all competent organizational culture indices.

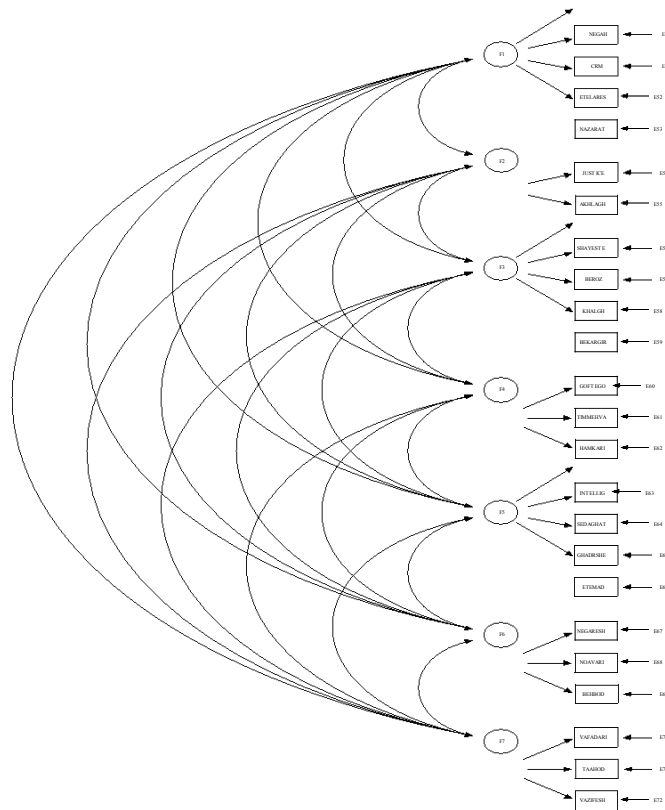


Figure 3. Out put of EQS software.

Overall, in answering this question "what are the most important barriers to develop competent organizational culture in customer-oriented companies? The results of mean one-sample T Test in all six organizations show that customer-orientation and belonging, loyalty and organizational citizenship behavior culture are in proper position and justice and professional ethics, capability and knowledge-oriented culture, participation culture and cooperation and quality-oriented culture and continuous improvement are in average position and it is better to promote them. The situation of emotional and trust-building leadership is improper and weak; so, it is necessary to develop emotional intelligence, honesty in talks and acts, appreciation, respecting the employees, trust and self- openness. Overall, one can say that the most important barrier in the way of developing competent organizational culture is the weakness in emotional and trust-building leadership which should be improved by using constructive guidelines and suitable training programs. In Table 6, the overall position of competent organizational culture dimensions in studied organizations is indicated.

Spearman's correlation test

This test is applied to review the existence/non-existence of a meaningful relationship among competent organizational culture dimensions. The Table of the test results shows that in a 99% confidence level, there is meaningful

relation between the dimensions of competent organizational culture. Therefore, based on the results of this test, the correlation between the competent organizational culture dimensions would be proved.

Conclusion and Recommendations

Today, management professors and CEOs recognize the importance of organizational culture in achieving the aims and improving the organizational affairs so they try to identify and utilize useful methods to enhance its positive aspects.

In this research, after broad studying the research literature and polling management professors and experts, 7 dimensions (customer- orientation, Justice and professional ethics, capability and knowledge-oriented culture, Participation and cooperation Culture, Quality-orientation and continuous improvement culture, emotional and trust-building leadership, and Belonging, loyalty and organizational citizenship behavior culture) were finally determined as the dimensions of competent organizational culture in customer-oriented organizations. Afterwards, by considering 7 recognized dimensions, the research conceptual model was provided and it was examined in 6 organizations (Municipality, Agricultural Jihad, Social Security, Eghtesad Novin Bank, Saman Bank and Parsian Bank) and the results were analyzed by statistical tests. Based on the findings obtained from One-Sample T Test.

Table 6. Studying the overall situation of competent organizational culture dimensions.

Dimensions	situation
Customer-orientation	Suitable
Justice and professional ethics	Mean
Capability and knowledge-orientation culture	Mean
Participation and cooperation Culture	Mean
Emotional and trust-building leadership	Inappropriate
Quality-orientation and continuous improvement culture	Mean
Belonging, loyalty and organizational citizenship behavior culture	Suitable

Emotional and trust-building leadership are in inappropriate situation and it is necessary to pay these dimensions particularly while try to improve competent organizational culture. According to the results, the aspects of customer-orientation and Belonging, loyalty and organizational citizenship behavior culture are in suitable situation and the dimensions of Justice and professional ethics, Capability and knowledge-orientation culture, Participation and cooperation Culture, Quality-orientation and continuous improvement culture are in mean situation. The results of Spearman's correlation coefficient test indicated that there is straight meaningful relation between the dimensions of competent organizational culture. Overall, one can provide following suggestions and guidelines according to the local conditions of domestic organizations in order to create a suitable ground to direct and promote competent organizational culture in customer-oriented organizations:

1. It is recommended to organize training workshops, seminars, conferences, etc in order to illuminate the aspects/factors of competent organizational culture and their impacts on qualitative and quantitative promotion of training, research and services. In the meantime, we can use received information from the customers in training the employees.
2. It is recommended to devise organizational structure based on customer orientation and to facilitate customer's guidance by layering and leveling organizational structure. In the meantime, we should transform a net economical view about the organization to a social one.
3. To deliver correct and exact information about the type of service provided by each administrative entity, it is recommended to make available the notes, brochures or publications which possess all relevant information or publish such information in mass newspapers/magazines or through training programs of Islamic Republic of Iran Broadcasting (IRIB). In this line, public relations of organi-

- zations can inform the organizational initiatives and their results through correct and exact information.
4. It is recommended to revise employees' performance assessment system in organization regularly in order to respect more justice and fairness by establishing objective criteria based on job tasks. In the meantime, award should be based on the results of such assessments to insure that high performer receive more awards .
 5. It is recommended that organizations deliver annual incentives to those employees who tend to cross-role behaviors not those who have only personal positive traits in order to encourage citizenship behavior. Meanwhile, to encourage citizenship behavior, organizations should put their awarding systems in collective and organizational groups not in individual level.
 6. We should try to improve our commitment and appreciation toward employees because that it enforces and believes employees' commitment and appreciation toward the organization clearly .
 7. It is recommended to establish a knowledge-oriented system which helps employees to use each other knowledge and achieve professional progresses .
 8. It is recommended to shape organizational environment in a manner that welcomes ideas and innovations. We must motivated individuals for changes⁸. and encourage them to show suitable reactions toward the changes.
 9. Based on the importance of quality in obtaining customer satisfaction and by considering the point that ideal quality is not achieved with systematic control, it is recommended to establish quality control departments in all administrative units in order to control the correctness of each operational stage in the organization .
 10. It is recommended that managers entrust their subordinates and respect them in order to breed their best capabilities and cause their trust through supporting employees' decisions and initiatives and respecting and encouraging their capabilities and talents .

Table 7. the results of Spearman's correlation test between dimensions of competent organizational culture.

	Customer-orientation	Justice and professional ethics	Capability and knowledge-orientation culture	Participation and cooperation Culture	Emotional and trust-building leadership	Quality-orientation and continuous improvement culture	Belonging, loyalty and organizational citizenship behavior culture
Customer-orientation	1 0 115	0.732(**) .000 115	0.704(**) .000 115	0.685(**) .000 115	0.651(**) .000 115	0.729(**) .000 115	0.655(**) .000 115
Justice and professional ethics	0.732(**) .000 115	1 .000 115	0.573(**) .000 115	0.670(**) .000 115	0.675(**) .000 115	0.657(**) .000 115	0.630(**) .000 115
Capability and knowledge-orientation culture	0.704(**) .000 115	0.573(**) .000 115	1 .000 115	0.774(**) .000 115	0.648(**) .000 115	0.812(**) .000 115	0.741(**) .000 115
Participation and cooperation Culture	0.685(**) .000 115	0.670(**) .000 115	0.774(**) .000 115	1 0 115	0.642(**) .000 115	0.742(**) .000 115	0.707(**) .000 115
Emotional and trust-building leadership	0.651(8**) .000 115	0.675(**) .000 115	0.648(**) .000 115	0.642(**) .000 115	1 .0000 115	0.662(**) .000 115	0.675(**) .000 115
Quality-orientation and continuous improvement culture	0.729(***) .000 115	0.657(**) .000 115	0.812(**) .000 115	0.742(**) .000 115	0.662(**) .000 115	1 0 115	0.756(**) .000 115
Belonging, loyalty and organizational citizenship behavior culture	0.655(**) .000 115	0.630(**) .000 115	0.741(**) .000 115	0.707(**) .000 115	0.675(**) .000 115	0.756(**) .000 115	1 0 115

** Correlation is significant at the 0.01 level (2-tailed)

11. To develop emotional intelligence, a leader should breed such traits as tendency to progress; ambitious, high energy, pursuing and insisting on his/her own acts and initiatives .

12. To develop emotional intelligence, a leader should be highly trustable in his/her acts and responsibilities and has a stable personality, acts openly and express his/her honest in his/her thoughts, words and acts .

Future research

In line with further research on organizational culture, it is suggested that researcher's study and examine the following issues:

1. The relationship between organizational culture and the satisfaction intra-organizational customers.
2. Considering of provided model in spatial environment of other organizations.
3. The role of spirituality in competent organizational culture.

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