

# To Investigate the Mediating Role of Organizational Commitment in the Relationship between Infrastructure of Customer Relationship Management System and Success of Customer Relationship Management

(Case Study: Private Banks of Golestan Province)

Nasrin Kouroshzadeh, Roohallah Samiee\*

*Management Department, Aliabad Katoul Branch, Islamic Azad University, Aliabad Katoul, Iran*

\*Corresponding Author Email: roohalla.samiee@gmail.com

**Abstract:** The aim of the present study is to investigate the mediating role of organizational commitment in the relationship between infrastructure of customer relationship management system and success of customer relationship management (case study: private banks of Golestan province). The population of this study included all the branches of private banks to 70 branches of Golestan province which according to Morgan Table, 59 branches of sample were selected and based on the number of personnel in the branches which were 355 people, questionnaires were collected and distributed. Of 18-item questionnaire to measure three variables of organizational commitment, customer relationship management and success of customer relationship management are used which their validity was confirmed during previous studies and reliability of each three variable obtained 0.92, 0.81 and 0.89 using the method of Cronbach's alpha coefficient. To analyze the hypotheses, structural equation modeling using LISREL software method is used. The results for the first and second hypotheses showed that there was a significant relationship between infrastructure of customer relationship management system and organizational commitment and also there was a significant relationship between organizational commitment and knowledge management.

**Keywords:** Customer Relationship Management, Organizational Commitment, Infrastructures of Management of Customer Relationship.

## Introduction

The idea of commitment is a central theme in management literature. This idea is one of the fundamental values which organizing is dependent on it and employees on the basis of commitment are evaluated. Often, questions such as the following are proposed: does he have overtime? Will he work on holydays? Does he come

soon or late? Most managers believe this commitment to organizational effectiveness is an absolute necessity (Mitchell, quoted by Shekarshekan, 1994).

On the importance of organizational commitment, Luthans, quoted by Eraqi (1998) states that in recent research literature, the general attitude of commitment is an important factor for understanding organizational behavior and predict very well for wanting to stay in the jobs listed. Commitment like satisfaction is two different attitudes which influence about important behaviors such as displacement and absence. Commitment can have multiple positive outcomes: engaged and committed employees in their work have more discipline, more time and more work in organizations. Managers should maintain their commitment to the organization and for this purpose they should be able to use employee participation in decision-making and to provide an acceptable level of their job security increase the commitment (Moorhead, quoted by Alvani and Memarzadeh, 1995).

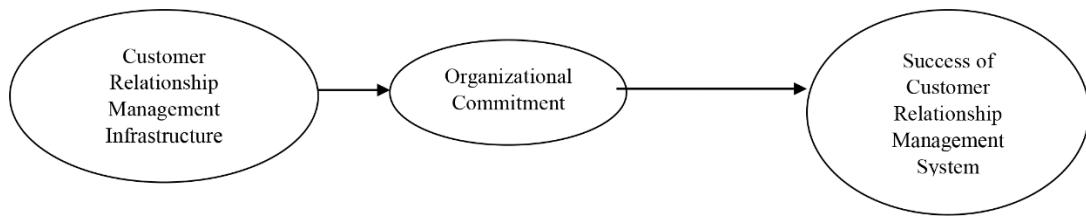
Therefore, organizational commitment is positive or negative attitudes of people towards the whole organization in which they work. In organizational commitment, the person has a strong sense of loyalty into the organization and he identifies him through that organization (Hosseini Qadikolahi et al., 2012).

When interactions between employees and customers are high, there will be more satisfied between two sides (Keller et al., 2006). They stated that employees develop these interactions and relations with customers only when they are treated as an important asset and they are participated in designing great goals and when there is this kind of attitude and vision into internal customers, approaches of customer-oriented to the organization is strengthen and customer satisfaction is achieved. Customer relationship management as a new term in the mid-1990s as one of the most important trade issues with customer relationship management system was introduced. Although it is based on electronics, but there is no common and clear definition. CRM is a business strategy to create mutual value that all aspects of customer profile are identified, customer knowledge is created and relationships with customers are established and expression of them on organization products or services are created. Hence, considering that today's customer-driven organizations are involved in economic times that in this period, the customer is the true ruler of the market. Therefore, organizations must learn how to focus on the product or service to move towards focusing on customers. They should consider customers as an asset in the need to manage and deliver the highest yields (Ranjbaran, 2011). Given that organizations have recognized that customers are their most important asset, so they look at beneficial relationships with customers as interactions that need to correct management (Plakoyiannaki, 2005) so that competitive world encourages the organizations to emphasize more on the customers and instead of mass production, they pay attention to the customer and his satisfaction (Khanlari, 2006). Business world tend to differentiate products and services the customer has been replaced with a new desire which leads to the re-emergence of philosophy, one by one so that the organization communicates with the customer and profitably and effectively maintains and expands its relationship (Payne & Frow, 2004). In the process of customer relationship management, it is attempted that the most useful customers are recruited and maintained in the best. Customer relationship management is a continuous process and includes the creation and application of knowledge and market intelligence to create and maintain customer relationships basket which has the highest efficiency (Zablah et al., 2009).

Today, customer relationship management and organizational commitment are discussed as one of the key strategic factors for all organizations in today's competitive environment. On the other hand, organizational commitment is a key factor in the successful implementation of customer relationship management systems. That's why in this study will be discussed to identify factors affecting the success of customer relationship management. Of the most important these factors, knowledge management can be noted that is of great importance in the successful implementation of customer relationship management systems. Other factors affecting this include: organizational factors, technology, experience in the field of customer relationship management and customer oriented. Organizational factors include factors such as organizational structure, resource allocation, human resources and organizational culture. It seems that the last two factors in organizational factors are more important than other factors mentioned above.

Today, customer orientation and customer orientation is one of the most important components of the comprehensive development of the organizations. Banks as financial service provider organizations not only are not exception, but also because much of the capital of banks with customer deposits are provided, customer-oriented and customer-orientation should be the main pillar of their activities. Today, customer orientation in the bank is considered as one of the most important banking policies and bank executives in making the banking system should have more attention to this issue.

Then, according to the theoretical bases for the first time, in a heuristic method, we performed this initial assessment model studied the role of the impact of customer relationship management infrastructure and the mediating role of organizational commitment to the success of customer relationship management in the following conceptual sample form.

**Figure 1.** Conceptual model of the research.

According to the research model, the following hypotheses were developed:

There is a significant relationship between customer relationship management infrastructure and organizational commitment.

There is a significant relationship between the success of customer relationship management system and organizational commitment.

### **Materials and Methods**

The present research in terms of aim is applied and in terms of collection of data is descriptive and survey and correlational. In this study, since variables used were organizational, the population of this study included all the branches of private banks to 70 branches of Golestan province which according to Morgan Table, 59 branches of sample were selected and based on the number of personnel in the branches which were 355 people, questionnaires were collected and distributed. In order to collect data related to variable organizational commitment, the questionnaire of 6 standard questions "Beijerse, et al" is used. Also, in order to collect data related to the success of customer relationship management, the questionnaire of 6 standard questions "Wu, et al" is used and finally, in order to collect data related to customer relationship management system infrastructure, the questionnaire of 3 standard questions "Cheno Ching, et al" is used. Therefore, in the present study, 15-item questionnaire has been used successfully to measure three variables, organizational commitment and customer relationship management and customer relationship management. In this study using Cronbach's alpha method, reliability of the questionnaire was approved.

**Table 1.** Cronbach's alpha coefficient of variables.

Variable	Number of Questions	Cronbach's Alpha Coefficient
Organizational Commitment	6	0.92
Success of Customer Relationship Management System	6	0.89
Customer Relationship Management Infrastructure	3	0.83

### **Data analysis**

In the present study to analyze the data and hypotheses, by coordinating professors, advisors and of statistic advisors, structural equation modeling (SEM) was performed using SPSS and LISREL.

**Table 2.** The results of a direct relationship and significant coefficients of model assumptions.

Path	Symbol	Coefficient path	Significance	Result of test
Customer Relationship Management Infrastructure - Organizational Commitment	CRMTI --- OC	0.44	7.37	Confirmed
Success of Customer Relationship Management System - Organizational Commitment	CRMS --- OC	0.42	6.01	Confirmed

## **Discussion and Conclusion**

Based on these findings, it can be said that job satisfaction and organizational commitment can be linked together. If employees have high job satisfaction, naturally, the commitments they have in connection with the occupation and their organization are doing better and efficiently. Thus, job satisfaction leads to commitment to work, and this in turn causes more attention to their work and their organization by the employees because if employees have high commitment, this leads to welcoming the employee to outside customers and attracting many foreign customers for the organization. In other words, attracting foreign customers in groups is to focus the organization on internal customers (employees).

Therefore, to achieve this, the organization can attract job satisfaction of the employees through (bonuses, the attention to employees on their job is like giving encouragement and promotion of employees, providing low-interest loans to improve the economy and livelihood of employees etc.

The organization can consider job satisfaction of the employees to attract internal customers (customer oriented) (employees) especially foreign customer, because if the employees are satisfied their job, this will cause a high commitment to the organization for the purposes of the organization. Therefore, organizational commitment of the employees will cause more attraction of foreign customers to the organization and more market share and profit will be brought to the organization in this way. However, contrary to the results in the case, not paying attention to the organization to the employees may occur. For this reason, capital bank must be aware of the fact to advance its goals.

As in many organizations, employees are directly and face to face contact with customers, therefore, employees are considered important element for the relationship among different organizations and employees are directly interacting with the customers and how they interact has very important and fundamental effects within customer satisfaction and this leads to more customer loyalty towards the organization and finally results in more customer satisfaction.

Appropriate employee behavior causes the customer to find a proper understanding of the organization and positive impact on their attitude to the organization and leads to output behavior and finally more customer loyalty to the organization. It is therefore recommended that administrators of Sport and Youth provide necessary measures for assessing organizational commitment and the necessary tools including promotion and appropriate rewards to increasing organizational commitment of the employees. In another part of the study, the results showed that there was a significant relationship between job self-management of managers with satisfaction of the customers.

### ***Recommendations***

- It is recommended that sciences of marketing and customer orientation, customer relationship management principles be used in designing websites to keep customers in the computer and force him to answer questions raised about his own. Proportion of designing site with the main objectives of the bank for the customer can help this issue.

- Old age labor force in the country's banking system has employed many of these low-educated workers and they have not the ability to learn new techniques. Uncertainty of new applications and new principles at work, spending their time in educational programs are the most important shortcomings of the educational system in banks.

- High workloads and lack of encouragement of employees in banks decreased their job motivation for learning. Work long hours and repetition prevent the diversification of labor and the individual is faced with frustration. For this reason, it is recommended that they use job rotation programs to increase motivation and incentive programs to enhance learning programs, methods, and new technologies in the banks. This has increased people's motivation for learning and after a while, the organization will provide employees with various skills.

- Formation of evaluation team of service channels: this team helps co-ordination to the customer, and services and various communications services and strengthens it. One of the duties of this team is to create a single image of the organization of service for customers through coordination of different channels such as call centers, the Internet and public relations unit.

### **Conflict of interest**

The authors declare no conflict of interest

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