Evaluating 4 Factors of Endobosy Model in Customer Satisfaction of Telecommunications Company of Babol

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ABSTRACT: During the recent years organizations have focused on customer orientation by providing a variety of services, their staff behavior and etc. in order to attract and gain new customers; and ultimately this has resulted in gaining more profit and also better survival of companies or organizations. Based on the importance of customer satisfaction the current research aims to evaluate the 4 factors of Endobosy model including trust, commitment, and relations and dealing with conflicts and customer satisfaction of Telecommunications Company of Babol. The current research uses different tests such as Box's test (Chi-square asymptotic approximation), Box's test (Fisher's F asymptotic approximation) and Kullback's test in order to evaluate the 4 factors of endobosy model in customer satisfaction of Telecommunications Company of Babol. The research sample includes 300 individuals living in Babol during March 2013 to Feb 2014 who have used telecommunications company services. After gathering the required data and information through questionnaires, the statistical technique of diagnostic analysis was used for surveying the customer-orientation of Telecommunication Company of Babol. Findings have shown that there is a significant relation between the variables of trust, commitment, relation and dealing with conflicts and the customer satisfaction in this organization.

Keywords: Evaluation, Endobosy Model, Trust, Commitment, Relation, Dealing with Conflicts, Customer Satisfaction, Telecommunications Company.

INTRODUCTION

In the competition market the reason to customer-orientation is increasing income and gaining profit. In the area of government services, customer orientation and respecting the clients is a part of circulars and guidelines. However in the area of exclusive sales of goods or providing services which are abundantly seen in nowadays social interactions, the necessity of customer orientation is respecting human beings and spiritual impulses; a necessity that results in eradicating the dignity of suppliers if it fails to be accomplished (Yahyaei Eilei, 2003).

What motivates today’s organizations toward the customer orientation is the intensive competition in the business. By ignoring this matter the organization may be eliminated from the competition for good and may face heavy losses. Although in exclusive services gaining income is easy and it is somehow guaranteed, there are many necessities for customer orientation. Also in the area of government services there are some necessities for client’s rights that are provided based on the customer’s rights (Yahyaei ilei, 2003).

Customer orientation does not have a time limit and it has been important during all ages, and especially in the Islamic civilization it has been practiced by the Muslim businessmen and merchants; because there is a branch of science dedicated to this matter in the Islamic culture for the people who practice economic activities. With Islamic views, the customer orientation is defined as: attempts for meeting the needs of customers by emphasis on the divine law, being righteous, consensual transaction, no loss and considering fairness. In this type of business several recommendations are provided for the businessmen and in favor of customer along with paying attention to gaining income and appropriate benefits, but the customer orientation caused by competition had started when the amount of supply of goods and services to demand increased because of the mass production (Yahyaei ilei, 2003).

With the scientific approaches and development of commercial space, different definitions were provided for customer orientation, and one of these definitions is: production and distribution of goods or service provision with a focus on customers for gaining their satisfaction through meeting the emotional and rational practical needs of the customers. Based on this definition it seems that the focus on customers is definite and inevitable and in order to reach...
its aims the organization should try and attract customers through meeting their emotional and rational practical needs (Sajadi, 1998). In the current article the effect of 4 factors of Endobosy model including trust, commitment, and relation and dealing with conflicts in customer satisfaction of Telecommunications Company of Babol is surveyed.

**Theoretical Concepts and Research Literature**

Customer satisfaction means meeting all needs, expectations and demands of the customer at the same time and with the same method they want (Quotes from Karpardaz website).

How does the customer satisfaction affect the business?

1. Repeating purchase by the satisfied customer for daily goods.
2. Purchasing a new product by the customer with less advertising costs.
3. Purchasing a product or demanding a service by new customers who tend toward the products or services introduced by the satisfied customers.

What is of particular importance is that it must be noted that unconsciously the satisfied customers turn to no-cost media for doing the advertising; thus by the use of the communication channels the number of customers will increase (Quotes from Moshtarimadari website). The most important step in the process of gaining customer satisfaction is detecting the customer’s expectations; and it is only possible through visiting the customers and receiving their views.

Nowadays it is necessary to be aware of the customer’s secrets and to listen to them; to this aim and to detect the customers’ expectations nowadays the suppliers use statistical techniques for poll and also use different postal, telephone or in-person methods. In this regard, paying attention to the customers’ expectations from a service, product or brand is highly important. Yadav and Goel (2008) have provided a comprehensive planning framework for improving quality which results in customer satisfaction in automotive industry. The proposed framework facilitates the relation between the company and the engineering decision-making process, and the potential vehicles are prioritized for improving the quality by the use of Kano model. The mathematical models are formulated as the optimization problems. Chen and Aritejo (2008) and also Kuo et al (2009) have focused on the customer satisfaction and measuring the service quality in mobile technology. Deng et al (2010) provided the determinants of customer satisfaction and loyalty in mobile instant messages service of China. Their findings confirm that trust, service quality, and customer value help the customer satisfaction from the mobile instant messages service and also trust, customer satisfaction and setup fee have a relation with customer loyalty. Additionally, they find out that age, gender and usage time have an indirect effect. Yang and Peng (2008) developed a customer satisfaction evaluation model for management of construction projects and they used questionnaires and statistical analysis. One stage was service creation which included cost, quality, time, relationships, technique/tools and the other stage was delivering services which included cost, quality, time and geographical area. Yang and Zhu (2006) provided a model including the housing satisfaction indices based on the American customer satisfaction index that was a set of causal equations relating the customers’ expectations, quality and value to the customer satisfaction. In a study, Mirabi (2009) determined the effect of marketing mix elements on the customer relationship management (CRM) in insurance industry. In the provided model 7 factors of service provision, offered price, distribution channels, promotion factors, staff features, facilities and physical assets, operations management in relation to CRM were considered. Results indicated a significant relation between price, distribution channels, staff features, facilities and physical assets, and operations management with CRM. Dehmordeh et al (2010) detected and ranked the factors affecting the process of implementing CRM in Telecommunications Company of Sistan and Balouchestan. Research results showed that in process of implementing CRM the highest scores belonged to the cultural factors and the lowest scores belonged to the structural factors; thus in order to be successful in the process of implementing the CRM system, the Telecommunications Company of Sistan and Balouchestan should carefully focus on the structural factors. Mehrabi et al (2010) provided a pattern for implementation of CRM concept in Bank Mellat. Research results showed that: changes in organizational culture, technological changes and changes in organizational structure had a significant and positive effect on successful implementation of CRM. Abasi and Torkamani (2010) provided a theoretical model for implementation of CRM. The theoretical model of implementation of CRM included three intellectual, social and information technology dimensions.

In this article the principles and concepts of CRM, advantages of using it, procedures of relationship with customers and the challenges ahead of CRM and implementation model and also providing strategies for implementing this system in an organization are surveyed. Samavi et al (2008) studied customer orientation and its application in the agricultural higher education system of Khuzestan province. The research findings indicated that customer orientation status in two studied universities were not satisfactory. Also there was a significant difference between the perspectives of university students and faculty members of two universities about the customer orientation. Based on the findings the highest and lowest amounts of customer orientation were respectively achieved in the structures of tangibles and transfer. Daniali Dahhhoz et al (2011) surveyed the relation between the component of customer orientation of total quality management and organizational commitment of Meyer and Allen in Islamic Azad University Izeh branch.
Results showed that there is a significant relation between customer orientation and emotional commitment of staff and professors, between customer orientation and intellectual commitment of staff and professors and between customer orientation and normative commitment of staff and professors of Islamic Azad University.

Mohammadpourzarandi and Najafi (2012) surveyed the effect of quality of electronic banking services on the customer satisfaction. The research hypotheses were evaluated by the use of binomial test and the relation between dimensions of quality of electronic banking services and customer satisfaction was analyzed by the use of correlation test; the most important suggestions were: promoting the culture of use of electronic banking services and encouraging customers to use these services, eliminating the problems related to the infrastructures of electronic banking services provision in order to improve the speed of providing flawless services, induction of bank responsibility toward providing electronic banking services for the customers, facilitating customers’ access to the ATM services and sales stations services, and gaining customers’ trust on electronic banking services. Mirzahosseyni et al (2010) studied and evaluated the service quality and its relation with customer satisfaction in Tejarat Bank. Trust, accountability, empathy, and tangibles were considered as the research input variables. Research results indicate that there is a significant relation between factors of empathy, trust and customer satisfaction.

**Conceptual Model**

In the current research the Endobosy model is used; and its dimensions are as followed:

![Conceptual Model](image)

**Hypotheses**

During the recent years attention has been drawn toward customer orientation and by providing a variety of services, staff behavior and … organizations have tried to gain new customers which ultimately has resulted in gaining more profit and also the survival of organizations or companies. Parallel to increased awareness of customers about the services provided by the telecommunications organizations and the affiliates, and the quality of the services, in order to preserve their long-term relations combined with customer satisfaction, these organizations should know that what factors result in gaining customers (Sanayei, 2007). Customer satisfaction is considered as one of the internal measures of the organizations indicating the orientation of the organization toward meeting the needs of the customers and orientation of improving the quality of products and services. Customer satisfaction is a phase in which the customers feel that the features of the product are according to their feelings and it is usually recognized as the determinant in customers’ choice for repurchase (Liao et al., 2009). Dissatisfaction is also a phase in which the defects of the product result in customers’ sadness, complaint and critics. Psychologically customer satisfaction is considered as a feeling resulted from the comparison between the products received, needs, demands of the customers and the social expectations related to the product (Deng et al., 2010). Based on definition of customer satisfaction by Rup, it is defined as a personal perspective resulted from continuous comparisons between actual performance of the organization and the performance expected by the customer. Tupfer states that customer satisfaction does not depend on the type of
commercial activity of the organization or the status of the organization in the market; it rather depends on the ability and capability of the organization in maintaining the quality expected by the customer (Nasir, 2005).

From one point of view the customer satisfaction could be divided into two categories: satisfaction based on a specific transaction and general satisfaction. Satisfaction based on a specific transaction is a state indicating the customer satisfaction after a specific purchasing experience, and the general satisfaction is the ranking customers give to a brand based on their experiences (Jones and Suh, 2000). Since the customer satisfaction indicates the customer’s positive feeling toward the service provider in a commercial context, thus it is important for the service providers to perceive the customers’ perspectives about their services. In other words, high level of customer satisfaction may have a positive effect on the customer loyalty. According to the above mentioned reasons, the current research hypotheses are as followed:

**Trust**

Trust is a strong desire to form and preserve transactions with an organization accompanied by reassurance. Organization’s failure to form and preserve this trust may result in losing customers. Schar and Ozan (1985) define trust as a belief in permanent promises between the parties and that each of these parties do their duties in forming relations (Jouyandehabkenar et al., 2013). Trust shows that to what extent each person could include another person’s promise, and it is defined as a tendency toward relying on audience. Forming trust in the potential customers and gaining their trust is one of the hardest things to do for people who provide products or services. Gaining customers’ trust have different ways and based on the type of products and services there are different strategies available; but some works are not related to the type of product or service provided, and they are considered as the principles for forming trust in the customers.

H₁: there is significant relation between trust and customer satisfaction from the organization services.

**Commitment**

Commitment is the tendency toward continuing or retaining a relation with the other party. Momer et al (1992) define commitment as a need to understand, to form long-term relations with the organization and the customer retention in the service-providing organizations. This definition indicates the importance of forming a successful relation and converting it to a mutually satisfying and profitable relation. Highly committed customers have the tendency to compensate the advantages and profits received from the companies and highly committed companies benefit from this mutually profitable relation (Maneshi, 2010).

H₁: There is a significant relation between commitment and customer satisfaction from the organization services.

**Relations**

Relations include all formal and informal transactions; and these transactions create significant and on-time information between the seller and the buyer. In today’s world, the increased facilities have resulted in increased mass production and service provision to the customers. In fact, it could be said that increased supply to demand ratio in the global markets have resulted in a horrifying competition between the commercial activists. Thus the supply and demand are not definable in the traditional frameworks and it is necessary to find solutions for attracting more customers and retaining the relation with them in order to have sales continuity. Perhaps, some commercial activists still use the traditional methods and they not only fail in their business but also lose tremendous investments. Thus customer-orientation is one of the most important elements in successful business and commercial activities of the managers and entrepreneurs; because when there is no customer the existence of the organization or the business is meaningless; and in case of increasing the customers there will be more sales. Thus in this horrifying arena of economic competitions the customer-oriented organizations are successful. Increasing customers depends on a factor called customer satisfaction.

H₁: There is a significant relation between relations and customer satisfaction from the organization services.

**Dealing with conflicts**

Dealing with conflicts is the organization’s ability to avoid any potential disputes and ability to have open and beneficial discussions.

H₁: There is a significant relation between dealing with conflicts and customer satisfaction from the organization services.

**METHODOLOGY**

**Population and Research Sample**

The current research population includes all the residents of Babol city using the services of Telecommunications Company of this city. The research sample is the residents of Babol city who use the services of Telecommunications Company of this city, and they are randomly chosen. In the current research 300 residents of Babol city have answered the questions related to this research. Thus the research sample includes 300 individuals. In terms of gender in the
current research sample 62% are males and 38% are females; in terms of education 79% have education and 21% have no education; in terms of age 62% are below 40 years and 38% are above 40 years.

Data and Measuring Scale

The variables of trust, commitment, relations and dealing with conflicts were measured in the questionnaire designed by Endobosy which includes 20 questions; 6 questions are related to variable of trust, 3 questions are related to variable of commitment, 4 questions are related to variable of relations and 3 questions are related to variable of dealing with conflicts and 4 questions are related to the demographic issues of the studied sample.

Data collection tools

Library studies were used for collecting data related to the research; and by studying the available references in this area, different customer satisfaction evaluation models were detected and Endobosy model was chosen in order to conduct the current research. After collecting the data required for conducting this research, there is a need to find the appropriate tools for doing calculations and information analysis. In order to do calculations and to convert data to the information required for the research and also to do data analysis, the Excel and SPSS software were used. Also Box's test (Chi-square asymptotic approximation), Box's test (Fisher's F asymptotic approximation) and Kullback's test were used for evaluating the 4 factors of Endobosy model in customer satisfaction of Telecommunications Company of Babol city.

RESULTS

Testing hypotheses

6-1-1-Box's test (Chi-square asymptotic approximation), Box's test (Fisher's F asymptotic approximation) and Kullback's test.

| Table 1. Box's test (Chi-square asymptotic approximation), Box's test (Fisher's F asymptotic approximation) and Kullback's test. |
|---|---|---|
| Box's test (Chi-square asymptotic approximation) | Box's test (Fisher's F asymptotic approximation) | Kullback's test |
| Chi-square (observed value) | 24.339 | 2.434 | 19.302 |
| Chi-square (critical value) | 18.307 | 1.837 | 18.307 |
| DF | 10 | 10 | 10 |
| One-tailed p-value | 0.007 | 87742 | 0.265 |
| Alpha | 0.05 | 0.007 | 0.05 |

As it is observable in all three tests the amount of observed value is higher than the critical value; thus the difference between the within-group covariance is significant; and as a conclusion, each of the independent variables of trust, commitment, relations and dealing with conflicts can be separately influential; and all 4 variables should be present in the model. Thus there is a significant relation between trust, commitment, relations and dealing with conflicts and the customer satisfaction from the Telecommunications Company. 6-1-2-Box's test (Chi-square asymptotic approximation), Box's test (Fisher's F asymptotic approximation) and Kullback's test. Also Wilks’ lambda test was used for surveying the importance of each variable.

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<th>Table 2. Wilk’s Lambda test.</th>
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<td>Lambda</td>
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<td>F (observed value)</td>
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Since the amount of F value is higher than the critical amount thus it could be concluded that the mean of two groups in the presence of 4 variables is different from each other; and all 4 variables are important in formation of the model.

CONCLUSION

Customers and consumers always search for the suppliers who provide better products or services. Several evidences also indicate that in today’s competitive world detecting needs and demands of customers and meeting them before other competitors is one of the main principles of success for companies; thus the organizations and businesses try to reach unique benefits in order to be ahead of other rivals. Customer satisfaction is considered as one of the internal measures of the organizations that indicate the orientation of those organizations toward meeting the customer’s needs and toward improving the quality of products and services. Customer satisfaction is a state in which the customers feel that the features of the product are based on their expectations.

Based on the achieved results all the research hypotheses are accepted and the significant relation between customer satisfaction and 4 dimensions of trust, commitment, relations and dealing with conflicts is confirmed. Following recommendations are provided about dimensions of trust, commitment, relations and dealing with conflicts:

Trust
Indeed the more ability a company has in carefully and continuously keeping its promises, the more trust it gains from the customers and the more loyalty its customers will have.

Commitment
It is necessary to create a sense of cooperation, interaction and relation among the staff, staff’s support from each other in social programs of the organization in order to increase employee commitment.

Relations
Experience has shown that satisfied customers work with the organization until they find a better company; and the satisfied customer is the customer that customer-oriented companies want. Managers of the organizations should study about the ways for improving the customer satisfaction; customers are the life power of each organization and having their satisfaction is the most important goal of each company. In this regard, senior managers must know that their success in reaching the goals of the organization depends on gaining the customers’ satisfaction; to this aim they should form relations with the customers in order to create mutual relations through different ways.

Dealing with conflicts
Providing a user-friendly mechanism for recording the customers’ complaints, dealing with their problems and complaints, providing a quick mechanism for eliminating service problems (dealing with complaints) increase the customer satisfaction.

For the Future Researches
1. Using other rating regression models such as Probit model and surveying customer-orientation.
2. Including control variables and using structural equations for detecting the effect of hidden variables.
4. REFERENCES


Karpardaz website: www.karpardaz.ir


