The effect of Service orientation on financial performance with the mediating role of job satisfaction and customer satisfaction case Samen credit institution zone 6

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Abstract

The goal of all service institutions, including banks provide good service and customer satisfaction. Since the financial service provider organizations, especially banks operate in an environment with non-unique products, They compete on service quality as the first known weapons so that the quality of service and customer satisfaction, are of strategic issues for service organizations. Organizations that better than competitors to the demands and preferences of customers respond to its satisfaction, business performance will be more successful. According to the expressed aim of this study Service-oriented effect on the financial performance of the role of job satisfaction and customer satisfaction. The aim of this study is, is an applied research. According to data collection, the research include descriptive studies - analytical. The population of this research managers and employees in all branches of a credit institution is 6 Samen area. Given the number of credit union branches in the area Samen 6 in Khuzestan and Lorestan province 69 branches and a total staff of 681 people. a sample of 246 persons has been fulfilled. In this study is to analyze the hypothesis of software SPSS 22 and lisrel 8.5 was used. The results indicate a positive impact of service orientation on customer satisfaction, job satisfaction and financial performance. Customer satisfaction was confirmed positive impact on financial performance but also the effect of job satisfaction on customer satisfaction Samen credit institution in this study was rejected.

Keywords: service orientation, job satisfaction, customer satisfaction and financial performance.
Introduction
Banking and financial services make up an important part of the service industry. Global financial services landscape is changing quickly. A lot of adjusted structural and technological changes have been made towards a more integrated global banking environment in the global banking industry. By providing various benefits and competitive services and restructuring their services towards the use of fast technology, and meeting the changing needs of customers, banks are expanding across borders. Individual’s deposits, financial facilities, offering a variety of banking services, consulting to companies in a variety of long-term and short-term investments, and performing a variety of transactions in the money and capital markets… are many different forms of activities by the global banks in different parts of the world and their diversity continues to rise.
Assessment of the banks' performance can be very important. In today's competitive market, companies need customers to survive and to produce high quality products and services in order to be able to achieve customer satisfaction and loyalty. By finding the unique advantages, organizations and businesses try to achieve a privileged position compared to other competitors. One of the most common methods to determine the extent to satisfy the needs and desires is through goods and services provided by organizations to measure customer satisfaction. Measuring customer satisfaction is an effective tool for controlling the overall performance of the organization and helps to identify its weaknesses and achieving the economic benefits, according to the temporary specific circumstances.

Review of literature
External research
Ya et al., (2013), examined the relationships among internal and external integration, customer satisfaction and financial performance. The results showed that customer satisfaction has a positive and significant impact on financial performance. Aliaoyelet al., (2011) examined the relationships among job satisfaction, customer satisfaction and their relationships with financial performance among 84 corporate staff departments in Indonesia. Their results showed that job satisfaction has an impact on customer satisfaction and financial performance. Camerer and Wilson (2011), in a study entitled as "Study of the phenomenon of difference in orientation services in the public sector", examined the differences in their service orientation and job satisfaction.
The results of the 530data have shown that employees serving better the public, have more job satisfaction. Kim (2011) examined the relationships among service orientation, service quality, customer satisfaction and customer loyalty. Results showed a significant relationship among variables.

Internal research
Khaksartodeh et al., (2013) conducted a study entitled as the investigation of service-oriented effect on the customer loyalty of banks (Case study: Bank branches of Kerman). The results of the demographic variables, gender and job satisfaction and organizational commitment of employees as well as type of employment had relationship with the service orientation of employees.
Seyed Javadein et al., (2009) examined the impact of perceptions of sports service customers of the service quality on the loyalty of the sports complexes. The results showed that the service quality will influence on customer satisfaction and loyalty. Using the model of Rafiq Ahmad and with a view to task coordination by pseudo marketing approach on the relationship between internal marketing elements and the quality of service, Khodabaksgh Gorganie (2009) came to the conclusion that internal marketing factors had a significant impact on the customer behavior.

**Hypotheses**
1. Service orientation has a significant positive impact on job satisfaction.
2. Service orientation has a positive and significant impact on customer satisfaction.
3. Service orientation has a positive and significant impact on financial performance.
4. Job satisfaction has a positive and significant impact on customer satisfaction.
5. Customer satisfaction has a positive and significant effect on financial performance.

**Research Methodology**
The study has an applied research. On the other hand, with regard to data collection, the research is classified as descriptive survey (non-experimental). Among the various methods of descriptive research, it is covariance matrix analysis. Covariance matrix analysis method includes Factor analysis and structural equation model analysis. It is an applied research and has descriptive – causal methodology.

**Statistical population**
The population includes all the elements and people who have one or more traits in common in a specific geographical scale. The population consists of 681 managers and employees in all branches of Samen credit institutions in District 6 of Khuzestan and Lorestan province.

**Confirmatory factor analysis**
Measurement model test in LISREL software includes confirmatory analysis that investigates the discriminant validity. This concept refers to the fact that to what extent observed variables or statements of a questionnaire precisely measure the desired structure.

A) Confirmatory factor analysis for the variables in Standard Mode
Critical values (t value) reported for the factor loadings (λ factor) are bigger than 1/96 and as can be seen in Figure 4.1, these variables may ensure the concept of variable dimensions. Fit index of RMSEA =0.074, degree of freedom=245 and chi-square value of 602.20 with a significant level of and 000/0 indicate that fitting indicators are favorable. But given the values (t) reported in the table above, these measures are confirmed.

Figure 4-1: Confirmatory factor model for the variables in Standard mode number
**Fitness test**

According to the LISREL output, the value of $\chi^2 / df$ calculated is 2.45. $\chi^2 / df$ smaller than 3 indicate the goodness of fitness model. The root mean square error of approximation must be less than 0.08 in the model which here is equal to 0.074. According to the proposed indicators, it can be said that the data is consistent with model and as a result, the model is appropriate.

<table>
<thead>
<tr>
<th>Test results</th>
<th>Accepted domain</th>
<th>The first model</th>
<th>As the index statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Validate models</td>
<td>&lt; $3 \chi^2 / df$</td>
<td>2.45</td>
<td>$\chi^2 / df$</td>
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<tr>
<td>Validate models</td>
<td>&lt; 0.05P</td>
<td>0.000</td>
<td>P-value</td>
</tr>
<tr>
<td>Validate models</td>
<td>&lt; 0.09RMSEA</td>
<td>0.074</td>
<td>RMSEA</td>
</tr>
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<td>0.085</td>
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<tr>
<td>Validate models</td>
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<td>0.84</td>
<td>GFI</td>
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<tr>
<td>Validate models</td>
<td>&gt; 0.9AGFI</td>
<td>0.80</td>
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<tr>
<td>Validate models</td>
<td>&gt; 0.9CFI</td>
<td>0.96</td>
<td>CFI</td>
</tr>
<tr>
<td>Validate models</td>
<td>&gt; 0.9RFI</td>
<td>0.93</td>
<td>RFI</td>
</tr>
<tr>
<td>Validate models</td>
<td>&gt; 0.9NFI</td>
<td>0.94</td>
<td>NFI</td>
</tr>
<tr>
<td>Validate models</td>
<td>&gt; 0.9NNFI</td>
<td>0.96</td>
<td>NNFI</td>
</tr>
</tbody>
</table>

*Table 4-8: Fitness of research model*
Figure 4-3: The first model in standard mode
Figure 4-4: The first model in significant number

Goodness of fit tests
When a model has an appropriate theoretical support, it turns out that fitness model has to be evaluated by the collected data of researcher. In this model, the root mean square error of approximation (RMSEA) is an index based on decentralized parameters and less affected by sample size, and also able to measure the average lack of fit for each degree of freedom. Value less than 0.0 indicates a perfect fit model and less than 0.1 indicates a perfect fit model. Thus, the model has good fitness. Other fitness indicators included: RMR, GFI, IFI, CFI, and NFI.

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</tr>
</thead>
<tbody>
<tr>
<td>Validate models</td>
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<tr>
<td>Validate models</td>
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<td>0.052</td>
<td>RMR</td>
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Table 4-9: Fitness measures of the first research model

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<th>&gt; 0.9GFI</th>
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<td>0.89</td>
<td>CFI</td>
</tr>
<tr>
<td>Validate models</td>
<td>&gt; 0.9RFI</td>
<td>0.95</td>
<td>RFI</td>
</tr>
<tr>
<td>Validate models</td>
<td>&gt; 0.9NFI</td>
<td>0.96</td>
<td>NFI</td>
</tr>
<tr>
<td>Validate models</td>
<td>&gt; 0.9NNFI</td>
<td>0.98</td>
<td>NNFI</td>
</tr>
</tbody>
</table>

**Hypothesis Analysis**

**Hypothesis 1**
The significant number for this hypothesis is 8.85 which is greater than +1.96 and also the standard operating loading for these two variables are equal to 0.60 (96/1 β> 96 / 1-). Thus, we can conclude that this hypothesis has been confirmed; In other words, service orientation has a significant positive impact on job satisfaction.

**Hypothesis 2**
The significant number for this hypothesis is 3.32 which is greater than +1.96 and also the standard operating loading for these two variables are equal to 0.32 (96/1 β> 96 / 1-). Thus, we can conclude that this hypothesis has been confirmed; In other words, service orientation has a significant positive impact on customer satisfaction.

**Hypothesis 3**
The significant number for this hypothesis is 7.01 which is greater than +1.96 and also the standard operating loading for these two variables are equal to 0.70 (96/1 β> 96 / 1-). Thus, we can conclude that this hypothesis has been confirmed; In other words, service orientation has a significant positive impact on financial performance.

**Hypothesis 4**
The significant number for this hypothesis is 0.77 which is less than +1.96 and the standard operating loading for these two variables are also equal to 0.05 (96/1 β> 96 / 1-). Thus, we can conclude that this hypothesis has not been confirmed; In other words, job satisfaction has no positive significant impact on customer satisfaction.

**Hypothesis 5**
The significant number for this hypothesis is 3.42 which is greater than +1.96 and the standard operating loading for these two variables is also equal to 0.35 (96/1 β> 96 / 1-). Thus, we can conclude that this hypothesis has been confirmed; In other words, customer satisfaction has positive significant impact on financial performance.

**Results**

**Hypothesis 1**
The significant number for this hypothesis is 8.85 which is greater than +1.96 and the standard operating loading for these two variables is also equal to 0.60. Thus, we can conclude that this hypothesis has been confirmed; In other words, service orientation has positive significant impact on job satisfaction.
Hypothesis 2
The significant number for this hypothesis is 7.01 which is greater than +1.96 and the standard operating loading for these two variables is also equal to 0.70. Thus, we can conclude that this hypothesis has been confirmed; In other words, service orientation has positive significant impact on job satisfaction.

Hypothesis 3
The significant number for this hypothesis is 3.32 which is greater than +1.96 and also the standard operating loading for these two variables are equal to 0.32. Thus, we can conclude that this hypothesis has been confirmed; In other words, service orientation has a significant positive impact on financial performance.

Hypothesis 4
The significant number for this hypothesis is 0.77 which is less than +1.96 and the standard operating loading for these two variables are also equal to 0.05. Thus, we can conclude that this hypothesis has not been confirmed; In other words, job satisfaction has no positive significant impact on customer satisfaction.

Hypothesis 5
The significant number for this hypothesis is 3.42 which is greater than +1.96 and the standard operating loading for these two variables is also equal to 0.35. Thus, we can conclude that this hypothesis has been confirmed; In other words, customer satisfaction has positive significant impact on financial performance.
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