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## An investigation on the effect of organizational citizenship behaviors (OCB) toward customer-orientation: A case of Nursing home

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### Abstract

By entering the organizations into the service economy, the service quality is converted as a challengeable issue for management. Therefore, that the success of organizations in this economy definitely depends on having qualitative services and customer-oriented staffs. Recent researches have shown that one of the influential factors on service quality of organizations that creates the competitive advantage is citizenship behaviors in employees, especially employees who directly interact with customers. Regarding the importance of these, two factors (customer-orientation and organizational citizenship behavior), and the relationship between these variables is investigated in this paper based on survey in a nursing home in Tehran. The results of this research are demonstrating that the positive and significant relationship exists between the organizational citizenship behavior and customer-orientation. To evaluate these variables a questionnaire was designed and after ensuring the validity and reliability of measurement tools by confirmatory factor analysis (CFA) distributed among 87 nurses as sample in a nursing home. This method of research was a survey-correlation model and significantly based on the structural equations.

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*Keywords:* Service economy; Organizational Citizenship Behavior (OCB); Customer-orientation Introduction

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### 1. Introduction

Nowadays, the organizations work in dynamic, ambiguous and variable environment. One significant characteristic of present period is the frequent variations and developments that occur in the social, cultural, economic technological and transnational circumstances. In these hard circumstances, the organizations are successful which can satisfy their customers and offer the additional value to them. One important factor to research this goal, especially in the service organizations was the quality of services. Reichheld and Sasser [39] suggested that offering the appropriate quality of services is one of the main strategies in the survival of the organizations. These skills, attitudes and behavior of staffs in this field are important. Because the people eventually have responsibilities to provide the services with the customer's expected quality. One of the important factors that can use the staffs' behaviors and attitudes and interactions to provide the improved quality, is the organizational citizenship behavior. Organizational citizenship behavior is the set of voluntary and optional behaviors that cannot be accounted as the individual official tasks, but is done by them and can cause to improve the effective tasks and organizational roles.

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The nurses' activities are related with elderly. The nursing homes and the centers where offer these health services are important regarding the quality of services. One of the most important factors that can change the nurses' attitudes, behaviors and interactions to provide the best quality of services, is the citizenship behavior. This concept and its determinant factors despite the high importance, in the nursing home activities were paid less attention. Therefore, this study aimed to explore the relation between OCB and customer-orientation and identify OCB effect on two dimensions of "consumer's pleasure and customer's need" within customer-orientation concept. In addition, this study is in the response to question, "Is there any significant relation between OCB and that following factors "sportsmanship, civic behavior, conscience, altruism"? For approaching to this goal, we survey as case study one Nursing home in Tehran.

## 2. Literature review

### 2.1 Customer-orientation

Now days the most of corporations in the globalized competitive business environment have realized the importance of customer-orientation [4]. The customer –orientation mainly is related to customers' welfare and the customer orientation mainly causes to provide the preference in assigning the sources based on the superior value and customer's satisfaction [31, 32]. The researchers in marketing environment look at customer orientation from two perspectives: organizational culture Deshpande et al., [18] or the strategic behavior in the organization [23, 25].

Noble et al., [32] have suggested the competitive culture approach that can investigate the strategic customer-orientation approach as a sub-dimension of the organizational culture that in fact this approach includes two suggested viewpoint by the researchers. There are many researches in the field of customer-orientation have been done, but the most of them were concentrated on the results found of the customer-orientation [32].

The researches have been shown that the customer-orientation will improve financial performance and lead to achieve a higher market share [32]. However, many researchers have shown the result of customer-orientation [1], But few survey have been focused on the effected factors on customer-orientation [21]. We will study in this paper, one of the effective factors in the customer – orientation.

#### 2.1.1 Customer-orientation descriptions

Van Dyne et al., [44] suggested that the customer orientation is a concept that has converted in marketing as a proper competitive advantage. It can be a reason to change the values, attitudes, assumptions and commitments of the organization toward the mutual relations between the customers and the organization. Narver and Slater [31] have described the customer orientation as the customer's adequate understanding to create the best and continuous value. Besides, the customer orientation as the organizational culture that with the most efficient form of the required behaviors to create the best value for buyers. Deshpande et al., [18] have described the customer orientation as a set of beliefs that prefers the customer's interests and requirements and prefer the customers' benefits compared to other stakeholders such as the owners, managers and employees [18].

Gatignon and Xuereb [23] called the customer–orientation as the demand and the ability of the organization to identify, analyze, understand and respond to the customer's needs. Strong and Harris [42] defined the customer-orientation as the behavioral and cultural aspects of market-orientation that acts as a strategic element. They believe that the main factors effective on the customer-orientation are human resources and procedural tactics activities.

#### 2.1.2 Forms and different views of customer- orientation

Comeau and Griffith [16] differentiate between forms of customer-orientation in three categories. In this study, the measure of Donovan and his colleagues was used. The reason of using this measure is that the customer orientation is being divided into two dimensions. The dimension of need shows the

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