



Investigating The Impact of Intercourse Justice On the Customer - Oriented Behaviors, Through The Intermediary Variables of Customer - Employee Coordination and Self – Efficiency

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Abstract: *The objective of the study is to examine the influence of intercourse justice on customer - oriented behaviors, through the intermediary variables. The model of this study, has been designed using variables such as intercourse justice (interactive), the coordination of customer - employee, self - efficiency and customer-oriented behaviors. research methodology of the study; regarding objective, was functional and in terms of research method, it is a correlational study, that by the use of questionnaire and survey methods, the required data was collected among employees of the branches of Mehr Iran Savings Bank in Yazd province. 77 acceptable questionnaires were collected and the data was analyzed using the spss18 software and structural - model equations through partial least squares method has been used to confirm the relationships between variables and elements of the study. And Smart PLS software has been used to test the hypotheses. Also using the Baron, Kenny's method and the assumed role of mediator variables have been investigated. The result of the study has shown that intercourse justice (interactive) has significant relationship with the coordination of customer- staff and self – efficiency. Also, the coordination of employee – customer and self - efficiency has a significant impact on customer - oriented behaviors.*

Keywords: *intercourse justice, the coordination of employee-customer, customer - oriented behaviors, self - efficiency*

INTRODUCTION

Today, the satisfaction of customers and, ultimately, attracting customers toward the organization will guarantee the continuation of the organization's activity as one of the essential capitals. By entering of the organizations into service economy, the quality of service has become a challenging issue for them, so that their success in this economy will depend on a high - quality and customer-oriented personnel services (Faraj Pur Khanapashtani & Tashiei, 2015). Most of the today's organizations in the competitive business and globalized environment have understood the importance of customer-orientation and customer-focus. Customer focus is mainly related to the welfare of customers. Most of the companies have realized the importance of customer-orientation and customer-focus in today's competitive business and global environment. Customer-focus is mainly related to the welfare of customers. Naror and Slauter have defined customer- focus and inadequate understanding of the target customer in order to be able to create a sustainable and superior value" (Yazdani et al., 2012). In the marketing literature customer - oriented behaviors have been increasingly noticed. The research by Grizzle and his colleagues (2009) clearly shows that the orientation of the customer can affect the customer- focus behaviors and causes the organizations

have higher customer –focus behaviors and consequently achieve more selling income and more profitability (Grizzle et al., 2009). Most of the studies show that customer – focus behaviors has directly been affected by the customer satisfaction (Jung et al., 2017). Justice and fulfillment of it has been as an essential need for human societies, among which fair distribution of wealth, is the important and outstanding feature of justice and installment in other ideological, cultural, social, etc. areas (Nagypor, 2003).

Justice has been regarded as essential preconditions for the fulfillment of the needs. Self-efficiency is the individual's expectation of their own abilities that leads to behaviors that leads to favorable results in a special area (Akmosaed & Handneh, 2015). Self-efficiency enables human beings to perform extraordinary jobs facing barriers. Self-efficiency is an important factor in performing successful function and required essential skills for the performing of that job (Tavakoli et al., 2016). In fact, self-efficiency is a motivational state that is the indicator of the capacity of the individual to perform special jobs to achieve some objectives that is based on the rank a person supposes for himself. Generally, self-efficiency does not focus on the lacks of the individuals, but it means believing in what an individual can do with any amount of resources. self-efficiency affects the amount of endurance, promise and attempt to achieve a goal, and the mount we correctly estimated our behavioral criteria determine our self-efficiency. Low self-efficiency, can destroy motivation, decrease wishes, intervene with cognitive abilities and have unfavorable effects on the physical health (khosnevisan & afrooz, 2012). It has been tried in this study, to answer to these questions: how does intercourse – justice, by the coordination of staff- customer and self-efficiency affect customer- focus behaviors?

2. Theoretical structure and the hypothesis of the study

2-1. Organizational justice

The term organization justice was introduced for the first time by Greenberg in 1987. According to Greenberg, organizational justice is related to the perception of the staff of fair work in the organization. In other words, this theory explains and classifies the feeling of the individuals towards fairness of the behaviors with them and others, a feeling that is essential to the effectiveness of the functions of the organizations and the satisfaction of individual in the organization (jazani & soltani, 2017). Justice and its reinforcement, is one of the essential and inherent needs of human that has always provided an appropriate ground for the development of human communities. The theories about justice have evolved along the development and progress of the human societies and its domain has extended from the theories of religions and philosophers to empirical studies. Some of the clear sighted people named the theory of equality as the theory of justice development; since fair distribution of the incomes among human beings has focused on achieving high levels of motivation (mollazehi, 2017).

2-1-1. Intercourse justice (interactive)

In intercourse justice, staff deduces the justice from the behavior they perceive in personal mutual relationship. This type of justice focuses on individual domain of organizational activities specially the behavior and relationship of the management with the staff members and it reflects behavior together with honesty and respect in relationships. Hence, when the staff has appropriate understanding of the intercourse justice, they will have appropriate relationship with their colleagues (jazani & soltani, 2017). Although, people's reasoning about justice is based on the results that they achieve or the approaches they face with, but individuals, interpret the justice from the behavior they see in their mutual personal relationship (Afjeh et al., 2015). In the recent years; intercourse justice (interactive) is of two types: interpersonal justice, informational justice (raei & gol parvar, 2015).

a) Interpersonal justice

Interpersonal justice is defined as polite behaviors that the decision makers have with their subordinates (Afjeh et al., 2015).

b) Informational justice

Informational justice refers to providing on time and necessary information about decisions and approaches. For many researchers, informational justice refers to the honesty of the information and sufficient explanation about decision makings (Mostafaei & samadi, 2017).

Also, information justice, refers to the sharing of the information among individuals (foster, 2008) and fairness of the process and the structure of information distribution in the related organization (cloutier et al., 2008).

2-2. Coordination of staff- customer

Coordination of staff- customer is one of the inner incentives for achieving different goals and functions (Jung et al., 2017). Coordination of staff- customer provokes the motivation of the staff and is inspiring for the innovative behaviors (li & hsu, 2016). The staff- customer interactions repetitively may improve the relationship between two sides in interactions (ma & Qu, 2011). In staff- customer interactions, innovative behavior may be favorable, since the staff may receive the inner requests of the customers, information and knowledge through successive behaviors (grisse mann et al., 2013). According to the aforementioned basis, the first hypothesis of the study may be presented as follows:

First hypothesis: Intercourse justice (interactive) significantly affects the coordination of staff- customer

2-3 Self efficiency

The origin of self-efficiency is the study of cognitive and social theories by Bendura (1977). According to the cognitive, social perspectives, human beings are considered as active creatures that are capable of self-regulation and regulation of their own behaviors, not the passive creatures that are controlled by unknown environmental forces or inner motives. They actively involved in their evolutions of themselves and control the events and happenings. According to Bendura that is one of the pioneers in the domain of researches about self-efficiency, self-efficiency results in promotion of motivation and the individual cognitive resources and is a factor for the control of a specific event (Fayyazi et al., 2011).

Bandura (1993) puts this concept as a self-resourcing event that affects selection and creation of appropriate environment with itself. Self-efficiency is a potential mechanism consisted of two dimensions: the first dimension is about the beliefs of the individuals in his capabilities in successful implementing of a behavior. The second dimension of this concept is about the individual's belief that specifies that the function of behavior will have favorable achievement.

An individual with high self- efficiency attributes the failure to external factors and this is while the individuals with low self-efficiency, consider the low capability as the main cause of the failure. Furthermore, individuals with high self-efficiency, have tendency towards setting high goals for themselves; because they believe that they have the capability of achieving these goals (MC Kenny, 2015). Therefore, it can be said:

The second hypothesis: intercourse justice (interactive) has significant effects on self-efficiency.

2-4. Customer- focus behaviors

Most of the corporations have realized the importance of customer –orientation and customer focus in competitive and global business environment. Customer –focus is mainly related to the customers wellbeing (Ah & Mengas, 2007). Customer-focus mainly reveals itself through prioritizing of resource allocation based on providing superior value and satisfaction of the customers. Researchers in the area of marketing, view customer –focus from two perspectives: element of organizational culture (Deshpandeh & colleagues, 1993) or the main organizational behavior/ approach (gatican & zhorob, 1997). Nobel et al. (2002) proposed competitive cultural approach that studies the customer–focus approach as a sub-dimension of organizational culture, that is in fact, an approach consisted of two views presented by the scientists. A lot of researches have been conducted in the area of customer –focus, but most of the studies focus on the results of customer-focus. The studies have shown that customer focus leads to better and higher financial performance and acquisition of market share (Yazdani & colleagues, 2012).

The result of various studies reveal that organizations with customer oriented approach compared to organizations which lack this feature, is probably end up with the satisfaction of the customers and thus quarantine the long term mundane and immaterial consequences. On the other hand, despite the fact that customer orientation is highly important for the organizations and institutes, this importance is more outstanding in service organizations (Jung et al., 2017). Halfman and Ingram (1992) believe that for a service organization, customer orientation is equal to the concept of marketing for a producing organization. On the other hand, there are significant devices by which it has been shown that the perception of the customer from the services provided, directs their behavior with the staff members of the service organization and this behavior, consequently has significant effects on the staff (lin, 2008). Previous studies have shown that several factors affect customer focus behaviors, such as the customers' attitude, situation environment,

process and the result of the control and leading the staff and as it was mentioned, customer-orientation (Stock & Bednarek, 2014; Guenzi et al., 2014). Thus it can be said:

Hypothesis (13): the coordination of staff-customer has significant effects on the customer’s behaviors

Hypothesis (14): self-efficiency has significant effects on the customer’s behaviors

Hypothesis (20): intercourse justice has significant effects on the customer-oriented behaviors by self-efficiency

Hypothesis (30): intercourse justice has significant effects on the customer-oriented behaviors by coordination of staff- customer

Conceptual model of the study

The model of this study has been designed by the use of independent variables like intercourse justice (interactive), intervening variables like coordination of staff- customer, self-efficiency and dependents variables of customer –focus behaviors. The conceptual model of the study is as follows:

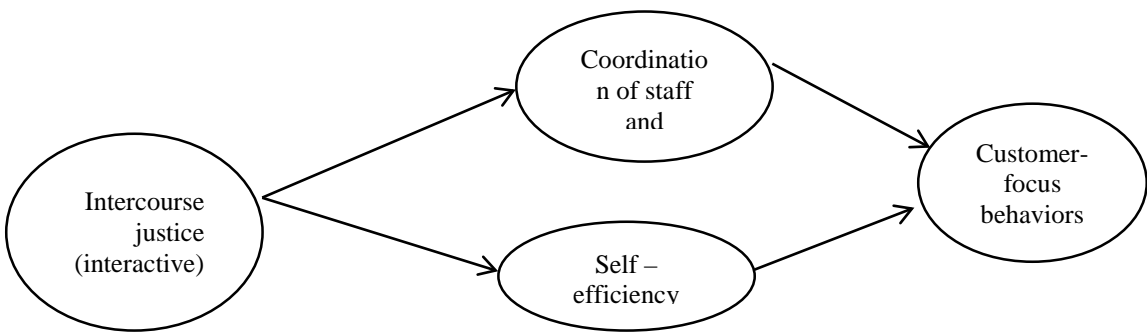


Figure 1. Research model (Jung et al, 2017; Yon et al, 2016; Lanjananda & Patterson, 2009)

3. Research methodology

Objective and type of method

In this stage, by the review of domestic foreign studies, variables for the final model of the study were identified. After identifying the variables, the final model was handed to the assistant professor, based on the assessments, a questionnaire was designed through translation of questioners of three international articles to study the relationship between the variables. After the designing questionnaire, the final questionnaire was delivered to the professors and experts and it was proved so that the questions have no ambiguity or defect and in fact to get to the desired goal. This research is a study on the effect of intercourse justice on the customer-focus behaviors; also, form the perspective of data collection it is a survey study, because, in order to study the priority and importance of each of the factors, the experts view and questionnaire have been used.

Sample and population

The population of this study has been the staff members of branches of Mohr Iran Garzolhasaneh bank in Yazd province. According to the obtained statistics, 97 employees are working in the branches. According to the description of the sample population of the study, 77 acceptable questionnaires have been collected.

Data collection

In the data collection method, questionnaire was used in a field study fashion. Questionnaire is as one of the most common tools of collecting data in survey studies, thus, questionnaire was used to collect data. The questionnaire of the present study included demographic information ad question from the variable of the study. And distribution of the questionnaire was merely by the personal attendance and it has been tried to collect data carefully and then by analysis of them, test the hypotheses of the study. In the questionnaire of the study, in order to answer to the questions for all of the variables five scale likert test was used ranging from “completely agree” to “totally disagree” and range of “very much” to “very little”. The designed and distributed questionnaire was consisted of 5 variables that were summarized in table 1. The summary of the structure of the questionnaire and the questions related to each of the variables were shown.

Table1: variables type and method of calculation

variable		Number of questions	Questions of the questionnaire	reference
Intercourse justice	Interpersonal justice	5	1-5	Colquitt (2001) Jung et al (2016)
	Information justice	5	6-10	
Coordination of staff- customer		4	11-14	Cable & Debreu (2002) Jung et al (2016)
Self-efficiency		5	15-19	Bandera (1997) Jung et al (2016)
Customer- focus behaviors		4	20-23	Grizzle et al., (2009), Jung et al (2016) Winsted's (2000)

Table 2. Calculation of the reliability of the questions of the questionnaire

Variable	Mixed reliability(>0/7)	Chornbakh alpha(>0.7)	Number of questions
Intercourse justice	0.76	0.72	10
Coordination of staff- customer	0.78	0.70	4
Self-efficiency	0.76	0.7	5
Customer- focus behaviors	0.82	0.71	4

The table above shows the Cronbach alpha and the number of the questions about the whole questionnaire and variables of the questionnaire. Since the value of Cronbach alpha of the whole questionnaire (0/921) and the variables were larger than 0/7, thus the questionnaire has an acceptable reliability.

Data analysis

In this study, the description of demographic data was done by the descriptive statistics, the table of frequency and circular charts and bars and for the study of the variables according to the medium of the measurement scale, one sample t-test was used and the obtained data was analyzed by the use of SPSS software version 18; confirming the relationship between the variables and factors was done by approved factor analysis and PLS modeling technique using Smart PLS2 software that is a method of modeling of variance path of the axle and provide the possibility of studying items and hypotheses at the same time. This method is used in case when the model is complex or the sample size is small or the distribution of the variables is not normal. In order to test the hypotheses of the study by the objective of simultaneous assessment, will be used directly or indirectly among the variables.

4. Findings of the study

4-1 knowing the conditions of the variable and the distribution of the data related to the variable of the study

In order to know about the condition of each variable one sample t test was used, the result is shown in table 3.

Table 3. One sample t test for the variables of the study

-	3= value test					
-	T statistics	Degree of freedom	Significance level	Mean difference	Significance 95%	
					low	High
Intercourse justice	22.94	101	0.00	0.91	0.83	0.99

Coordination of staff- customer	20.80	101	0.00	0.94	0.85	1.03
Self efficiency	19.76	101	0.00	1.16	1.04	1.27
Customer- focus behaviors	24.50	101	0.00	1.24	1.14	1.34

Significance level of this study shows that there is a significant difference between the supposed variance and the real one. The low and high level of the test show that the staff of the graze Hashanah bank in yes province have customer focus behavior, they enjoy their behavior with their costumers and attempt to resolve the need of their customers. They consider themselves efficient and also there is a common interest between them and the customers of the bank and also a good coordination is established between them.

4-2. study of measuring model

The measuring model or the external model determines the relationship between Mcnoon variables and each indicator introduces a measurement with error of Mcnoon variable. Here, there are 5 Mcnoon variables, which categories and indexes used to measure them. Here the technical features of each one of the measuring models has been studied by investigating the reliability and validity of the structure for each 11 Mcnoon variables of the study.

4-2-1. In the PLS models two models are tested

The external equivalent model is the measurement model and the internal model is similar to the structural model in the structure equations. The measurement model or the external model determines the relationship between the indicators and Mcnoon variables. Here, the technical features of each of the measurement models are studied by the investigation of reliability and validity of the structure for the Mcnoon variable. In the following tables separately, each factorial loads, the significance of each item (question) was shown.

Table4. Reliability of the variable

	Category	Number of the question	Factorial load	T statistics
Intercourse justice	Interpersonal justice	1	0.838	36.61
		2	0.842	46.50
		3	0.887	70.78
		4	0.661	15.62
		5	0.517	7.94
	Information justice	6	0.505	6.05
		7	0.681	12.42
		8	0.665	11.84
		9	0.668	12.16
		10	0.658	9.08
Coordination of staff- customer	-	11	0.729	15.75
		12	0.680	11.59
		13	0.677	9.99
		14	0.638	9.19
Self efficiency	-	15	0.661	6.59
		16	0.620	7.02
		17	0.759	13.96
		18	0.587	6.37
		19	0.317	2.78
Customer- focus	-	20	0.621	11.77

behaviors	21	0.726	13.93
	22	0.790	20.30
	23	0.772	22.36

Table 4 shows that all of the items have t statistics bigger than 1.96, thus all of the questions were significant. The factorial load of each question presents the value of its correlation by structure that if this value is equal to 0.5, it shows that the variance between the structures and its branches is bigger than the variance of error of measurement and the reliability is acceptable. But the question 19 has smaller factorial loads 0/5 that challenges the reliability of the questionnaires and it is better to be removed. In the measurement model, internal coordination of the model the value of reliability is calculated by the composite reliability. The reliability coefficients are shown in the table below. In the model, the structures of all models has high composite reliability and are higher than proposed 0/ 7. Composite reliability represents the high internal reliability of the data. And Cronbach's is a little a higher than 0/7 which represents acceptable reliability. Table 5 shows the values of index calculating reliability.

Tble5. The value of reliability index

Variable	Composite reliability (>0/7)	Chornbakh alpha (>0/7)
Intercourse justice	0.82	0.71
Coordination of staff- customer	0.78	0.70
Self efficiency	0.76	0.72
Customer- focus behaviors	0.76	0.7

4-2-2 Construct validity test.

Convergent validity

Each item only measures its own variable and the combining of them in a way that all the variables can be separated from each other. This process is determined with the help of the index of mean of variance extracted by (AVE). AVE shows that what percentage of the variance structure or the variance of the model has been described by a separate item. Structures or variables of the model, with average variance extracted (AVE) are higher than 0/4. So, it is concluded that items can explain the variance in the model of the research sufficiently. As Table 6 shows, all models of variable measurements have appropriate convergent validity.

Table6. AVE VALUES

Variable	AVE(>0.4)
Intercourse justice	0.53
Coordination of staff- customer	0.47
Self-efficiency	0.64
Customer- focus behaviors	0.44

Divergent Validity

Divergent Validity IS in an acceptable level that AVE rate for each construct is more than shared variance between the structures and other structures (the square of the correlation coefficients in the model between the values of structures). In this matrix, if the number fixed in original diameter is more than the lower

values, the measurement model has more acceptable divergent validity. Table 7 proves the validity of the measurement models.

Table 7. Study of the divergent validity by Fornel measurement model

	1	2	3	5	6	7	11
costumer-oriented behavior	0.08	0.29	0.73				
coordination of staff-customer	0.18	0.28	0.36	0.68			
interpersonal justice	-0.07	0.28	0.13	0.31	0.76		
information justice	0.20	0.32	0.27	0.36	0.30	0.64	
self-efficiency	-0.04	0.21	0.45	0.26	0.24	0.21	0.66

4-3. Test of the main structural model

After considering the measurement model fit, it is turn of the structural model of the research. Structural Section of the model only deals with latent variables and the relations between them. In the following sections, the criteria for the study of the structural model fit is described.

4-3-1. Significant of Z coefficients

The most basic criteria for measuring the relationship between the variables is the significant numbers. If the value of these numbers extends 1.96 shows the accuracy of the relationship between structures and thus confirming the research hypotheses with confidence level in 95 %. Test results of the main research model in the significance of the coefficients shows that all the relationships between variables is significant in the regression 95 % confidence level, because all significant coefficients are 1.96.

4-3-2. R² criterion

The second measure to examine the structural model fit coefficients R² is related to dependent variables of the model. R² is a criterion that shows the effect of exogenous variables on an endogenous variable and Chin (1998) has introduced three values of 0/19, 0/33, 0/67 as a criterion value for weak, average and strong, for R² respectively. The results of these values are shown in Table 8.

The research Hypothesis test

According to the results, the results of research hypothesis can be summarized in the table below.

Table 8. The result of basic assumptions

Hypothesis	Significance coefficient	The coefficient of the path	Result
Intercourse justice(interactive) has a significant effects on coordination of staff-customer	6.928	0.409	Proved
intercourse justice(interactive) has a significant effects on self-efficiency	5.691	0.286	Proved
coordination of staff-customer has significant effects on customer focus behaviors	3.469	0.212	Proved
self-efficiency has a significant effects on customer –focus	3.515	0.207	Proved

4-4. Investigating the mediator role of variables

To test the mediator role of the variable there are several methods. The methods include the Baron and Kenny (1986), Sobel and Boostapping tests. In this study, the most common method for testing mediator in

the field of human sciences, Baron and Kenny method has been used (Totat Effects). Initially the total effect of dependent variable without any mediator is studied that results are shown in Table 9.

Table 9. The effects of total path

Path	Without presence of mediator variable	Path coefficient (c)	Significance level
Intercourse justice-.... Customer oriented behavior	Coordination of staff- customer	0.059	0.767
Intercourse justice-.... Customer oriented behavior	Self- EFFICIENCY	0.03	0.480

Table 9 shows that some variables directly and without intermediaries do not have effects on consumer behavior, thus there is no possibility on mediation analysis and according to Table 8 indirect effect should be studied. But when moderator variables inter into the model, the significant number of these routes do not change in Table 10.

Table 10. The effect of routes with moderator variables

Path	With mediators	Coefficient of the path	Significance number
Intercourse justice-.... Customer oriented behavior	Coordination of staff-customer	0.05	0.003
	Self-efficiency		

The summary of the result has been shown in table 11

Table 11. The result of mediation hypothesis

Hypothesis	Type of effects	Result
coordination of staff- customer has mediating role in the relationship between intercourse justice and customer oriented behavior	Indirect	Rejected
self-efficiency has mediating role in the relationship between intercourse justice and customer oriented behavior	Indirect	Rejected

The results of Table 11 shows that, since intercourse justice does not have a direct impact on consumer oriented behavior, thus it cannot be said that employees - customer coordination and self - efficiency attracts some part of this work, so according to the significance of the impact of intercourse justice on efficiency and coordination of customer - employee and self-efficiency and coordination of customer –

employee on consumer-orientation behavior can be said that intercourse justice only affects consumer-oriented behavior through these two variables and it is a kind of an indirect effect.

Discussion and conclusions

In the first hypothesis, the relationship between intercourse justice (interactive) and the employees-customers' coordination was proposed and tested. The results of analysis of this assumption confirmed the meaningful and direct relationship, in another words, due to result of hypotheses test, at 95 % the level of confidence, intercourse justice has a significant effect on (interactive) on the employee - customer coordination. As justice between individual and justice between intelligence personnel increases, the result of this hypothesis is consistent with the results of the investigation of researchers like Jung et al. (2017). According to the result testing second test Hypothesis, at 95 % of confidence level intercourse justice has significant impact on (interactive) self - efficiency. With an increase of interpersonal justice and information justice between employees of saving Bank, self-efficiency of the staff also increased. The results of this hypothesis, is consistent with the results of the investigation of researchers by, Jang et al. (2017). According to the test of third Hypothesis, customer - employee coordination has significant impact on customer - oriented behaviors. As the coordination between the employee and the customer increases, customer - oriented behaviors of the employees increase. The research hypothesis is consistent with Jang et al. (2017). According to test of fourth Hypothesis, self - efficiency has a significant impact on customer - oriented behaviors. As the employee becomes more self-efficient, his consumer- oriented behavior increases.

The results of the research hypothesis are consistent with Jang et al. (2017). According to test of fifth Hypothesis, intercourse justice does not have significant effects on a consumer-oriented behavior. This research has been approved in the study of scholars like Gul Prevert and Nadee (2009). The results of testing sixth hypothesis have shown that intercourse justice has effects on consumer-oriented behavior. Among the intermediary variables, intercourse justice, since it does not have a direct impact on consumer behavior, therefore, cannot be said that the employees - customer coordination and self - efficiency attracts part of this work, so according to the significant effects intercourse justice on self- efficiency and staff- customer coordination and self-efficiency and customer - employee coordination on intercourse justice, it can be said that intercourse justice only through these two variables affect consumer -oriented behavior and has a kind of an indirect effect .

Practical suggestions

The results of the research have shown that intercourse justice (interactive) has significant relationship employee – staff coordination and self - efficiency. In case of bank information, each employee must be ready to give necessary and beneficial information to consumers. So, the directors of the branches should try to train personnel. Conditions and treatment of the customers should be such that the customers clearly and easily express their needs and be honest with employees according to their needs. Workers who have higher education, have higher expectations for the other employees, is not met. And they have less debt for his data. Self - efficiency enables people to use the expertise in dealing with barriers the extraordinary things. Self - efficiency has a critical role in self-motivation of the individuals, and acts as an important determining factor for the selection of goals on difficult challenges and activities. A person usually selects targets that are successful in business. So, the director of the Mehr Iran saving Bank can act in order to increase confidence and self - esteem measures in employees. Those who believe their self-efficiency select challenging goals and avoid the threatening experiences and people with low efficiency avoid confrontation with homework, tasks and objectives of the problem. So, Mehr Iran saving Bank that in order to maintenance personnel and, or, rather, an increase of desire to stay between employees take effective programs. It is proposed to director of the bank, through investments in the field of training facilities, establishing facilities for the families of the staff, the celebration with the presence of the families of workers to particular occasions, and beholden to employees in order to make more efforts to achieve their goals.

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