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THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON CUSTOMER LOYALTY (SAIPA YADAK CENTRAL REPAIR SHOP)

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ABSTRACT

The purpose of this study was to examine the relationship between job satisfaction and organizational commitment with customer loyalty. This research is a descriptive cross-sectional survey. This research is in terms of purpose, application and how to collect the required information for questioning through a questionnaire and in field form. The statistical population of the study consisted of two parts of the staff of 146 people in order to measure job satisfaction and organizational commitment and also 214 of its clients to measure their loyalty. SPSS and LISREL software were used to describe the information and test hypotheses. The results of this research indicate that there is a significant (direct) relationship between job satisfaction and organizational commitment with customer loyalty, and this relationship is also highly correlated. It should be noted that there was a significant relationship between the components of independent variables of job satisfaction and organizational commitment with the dependent variable of loyalty with high correlation level.

Keywords: Job Satisfaction, Organizational Commitment, Customer Loyalty, Saipa

INTRODUCTION

In today's competitive world, customers are the main focus of companies and organizations and their loyalty is regarded as a key factor when it comes to the obtaining competitive advantage. Nowadays, another challenge associated with services is their high quality and providing services that would satisfy customers. Previous studies on the relationship between organizational indexes and criteria and job satisfaction and organizational commitment have been indicative of the effect these variables have on the success of organizations. Muhammad Asrar-ul-Haq et al. have shown that perception of social responsibility is related to job satisfaction and organizational commitment (Asrar-ul-Haq, Kuchinke and Iqbal, 2017). Many scholars have studied the relationship between three key organizational indexes, two of which are job satisfaction and organizational commitment and they have reviewed the extent to which they are related. For example, E. Faggida et al. have examined the relationship between work place spirituality, organizational commitment and job satisfaction of university instructors and lecturers (Faggida et al., 2016). Also, in another study, the relationship between job satisfaction, organizational commitment and organizational citizenship behavior. In all of these studies, the relationship between three inter-organizational measures and the significance of the relationship between them have been examined. However, freshness and creativity of the present

study is because of the fact that it has reviewed the relationship between job satisfaction and organizational commitment of employees as inter-organizational measures and the relationship between job satisfaction and customer loyalty as a measure of organizational output. In other words, the extent to which job satisfaction and organizational commitment of employees can affect customer loyalty has been reviewed in this study. Customer loyalty is way more important than repeated purchase. In fact, if one purchases products provided by a company repeatedly it does not mean that they are loyal to that company. Thus, we must make sure that there is no measurement error; because they might lead to analytical errors and mistakes. The purpose of this study has been to examine the extent to which inter-organizational indexes, including job satisfaction and organizational commitment of the manpower, affect customer loyalty and the effectiveness of these factors in a specific service company was reviewed. The findings of this study can shed light to the effectiveness of manpower in regards with the success of organizations and companies and provide managers with useful information concerned with presenting strategies for attracting loyal customers. In this study, job satisfaction and organizational commitment have been the independent variables and customer loyalty has been the dependent variable.

Problem Statement:

Previously, marketers were only concerned with finding customers and employees in the sales unit were after new customers; but now, marketing means customer development. What is meant by this is that in marketing, a great deal of attention must be paid to customer satisfaction and the quality perceived by the customer. Ultimately, nowadays, marketing aims to find customers that are cooperators in the organization and advocates outside of it. Today, making customers committed to the organization has been turned into a significant matter. Many people are now concerned with the concept of loyalty, customer loyalty and loyalty to the brand. Loyalty creates a positive mindset for anyone that hears it. Any individual expects his/her good friends, spouse or colleague to be loyal to them. In most cases, loyalty is the outcome of a win-win relationship. Nonetheless, loyalty is the existence of a positive attitude towards a being (brand, service, shop or sales person). However, there are some key factors that play crucial roles in making customers loyal, such as job satisfaction and organizational commitment. The higher the level of these two variables in an organization is, the more loyal customers will be and in this way, the organization would grow economically and customer loyalty will contribute to the survival of the organization. Organizations must identify key effective indexes and strategies which can be used for satisfying customers, making employees more committed and satisfied and finally improving the level of satisfaction and loyalty of customers. This satisfaction and commitment will improve the reputation and creditability of the organization and because of it, current customers will remain in the organizations and become loyal customers. As a result, other organizations will also be able to attract key customers. Finally, the organization itself can fulfill its ultimate goals which are increased capitals and market shares. The purpose of this study has been to examine the extent to which inter-organizational indexes, including job satisfaction and organizational commitment of the manpower, affect customer loyalty and the effectiveness of these factors has been reviewed in a case study. The primary hypotheses of this study is that human force is effective when it comes to the success of the organizations and companies and makes managers more aware as far as presenting strategies for attracting loyal customers is concerned. Therefore, the present study has concluded that there is a significant



relationship between job satisfaction and customer loyalty and also, there is a significant relationship between organizational commitment and customer loyalty.

THEORETICAL PRINCIPLES AND RESEARCH BACKGROUND

Job satisfaction

Rinjo defines job satisfaction as feelings and approaches of any individual towards his/her job and says: all aspects of a job, both good and bad, positive and negative, are probably effective on creating a sense of satisfaction (or dissatisfaction) (Imani, 2010).

Hoppock defines job satisfaction as a combination of psychological, physiological and environmental factors that cause a person to say I am satisfied with my job (Motamed, 2017).

Vroom defines job satisfaction as emotional tendencies of an individual towards his/her job and the roles he/she has to play in it. Vroom also believes that people become satisfied with their job when their experiences are related to their individual values and needs (Imani, 2010).

In the opinion of George, M., Jennifer and Gines, r., Gareth (1993) believes that job satisfaction is a series of feelings and beliefs a person has about his/her current job (Mir Derikondi, 2016).

Job satisfaction is one of the important factors when it comes to being successful in one's career.

It is a factor that increases efficiency and makes an individual more satisfied (Shafi' Abadi 2015).

Fisher and Hanna believe that job satisfaction is an internal factor and it is a type of emotional adaptation to one's job and work conditions. What is meant by this is that whenever a job is desirable and enjoyable for a person, he/she will be satisfied with it. In contrast, if a job is not satisfying and enjoyable, that person will not be content with it and would try to change it (Saatchi, 2015).

Hellriegel and Woodman (1996) say that job satisfaction is like being happy and content with your job and enjoy it which leads to dependency and joy.

Spector (2000) believes that job satisfaction is an attitude which shows how people feel about their jobs in general, or with various aspects of it in particular (Shekarkan and Na'ami, 2003).

By reviewing the definitions presented of "job satisfaction", it becomes clear that this concept is indicative of positive feelings and attitudes of an individual towards his/her job. When it is said that someone is highly satisfied with their job, it means that they love their job in general and values it and has a positive attitude about it, enjoys it and is proud of it. To summarize, when a person is satisfied with their job, doing it makes them content and they find peace in doing it.

Numerous studies on job satisfaction have shown that there are a number of variables that are related to job satisfaction. These variables can be classified into four groups.

- a. Organizational factors: these are factors such as wages and payment, promotions, policies, etc.
- b. Environmental factors: these include leadership style, work teams and work conditions
- c. Nature of work: work plays an important role in determining the level of job satisfaction. Content of a job has two aspects. The first aspect is the scope of a job which includes job responsibilities, job measures and feedback. The quicker these factors are, the more they will increase the scope of a job which in turn increases job satisfaction. The second aspect is variety of work. Studies have shown that average variety of work is more effective than other levels of variety.
- d. Individual factors: individual features and characteristics also play an important role in job satisfaction (Moghimi, 2011).



Organizational commitment

Numerous definitions have been presented of commitment, but mainly, organizational commitment is an indicator of one's loyalty to an organization and the fact that an individual's goal is the success of an organization and would be proud of the organization they work in. Porter et al. define organizational commitment as acceptance of organizational values and involvement in the organization and believe that motivation, tendency to continue doing a job and acceptance of organizational values as criteria for measuring organizational commitment (Seyed Javadin, 2005).

In the perspective of Luthans and Shaw, organizational commitment is defined as an attitude as follows:

- Strong tendency to staying in an organization
- Tendency to making strong and incredible efforts
- Strong belief in accepting the values and goals of the organization (Ghorbani, 2007).

In the studies on organizational behavior, organizational commitment is defined as employees' mental dependency on the organization. Organizational commitment can have an impact on organizational feedbacks, such as job satisfaction and setting the goals of the organization. Vanir believes that commitment is a series of internalized normative pressures for doing different activities in such a way that the goals and objectives of the organization would be fulfilled. In this method, organizational commitment is regarded as a belief and norm in regards with one's responsibility in an organization (Kooroshi, 2005). Organizational commitment is a positive or negative attitude that people have towards the entire organization, not the job they have in it. When individuals are committed to the organization, they are extremely loyal to their organization and identify yourself through the organization. The most common and ordinary approach to organizational commitment is considering organizational commitment as an emotional dependency on the organization. According to this approach, people who are extremely committed to their organization participate in it, get involved and enjoy their membership (Seyed Javadin, 2005).

Customer loyalty

Loyalty is the extent to which customers want to maintain their relationship with a supplier. Usually, it is the outcome of how much customers believe and completely feel that a given organization is doing everything to meet their needs. In such cases, the competitors would not be considered by the customers anymore and the customers will only buy the products they need from that specific organization (Moradi et al., 2011, p35).

Care must be taken that a satisfied customer a proper resource for the company's advertisement. In other words, marketing experts believe that loyalty has numerous benefits. Some of the most obvious benefits of loyalty are: reducing the costs of attracting new customers, reducing customers' sensitivity to changes and prices, benefits resulted from customer lifespan value, positive performance through increase power of prediction and increased barriers for competitors to enter (Ramezani, 2016).

An increase in customer loyalty can reduce the costs of marketing and increase the demands of customers. In addition, loyal customers advertise quickly by telling others about their purchasing experience, overcome strategies and higher profits in a joint stock company (Moradi et al., 2011, p35).



Customer return rate a key component in analyzing lifespan value which is a tool used for making short-term decisions. Therefore, computing the profit of each customer is quite important for the organization. However, given the philosophy of unlimited activity of the organization, it is better to consider this computation in a long-term concept. Some of the most important features of a successful global company are having accurate knowledge of the customers, properly defining the target market, the ability to encourage employees for improving quality and caring about the customers. Producing high-quality products and providing high-quality services with appropriate prices all play important roles in service industries. In fact, nowadays, customer satisfaction and quality of services are regarded as crucial matters in most service industries. Presenting high-quality services with appropriate prices at an excellent level continuously leads to obtainment of competitive advantages for these organizations. Some of these advantages are: creating competitive barriers, increased customer loyalty, producing and supplying unique and distinctive services, reduced costs of marketing and determination of higher prices, etc. (Ramezani, 2016).

Fullerton believes that commercial customer loyalty has two aspects:

- a) Behavioral loyalty: commercial customers have an intention to repurchase a specific service or product from the one that is providing the services, and their intention to maintain their relationship with their supplier (Haj Karimi et al., 2009, p37).
- b) Attitudinal loyalty: the level of customers' mental dependency on the supplier and attitudinal defense of the customers (Haj Karimi et al., 2009, p37).

Generally, there are three main approaches to determining the type of customer loyalty which are related to the above-mentioned definition: behavioral approach, attitudinal approach and a combined approach (Basu and Dick, 1994).

- a. Behavioral approach; which is repetition of purchasing and transaction. Minimizing behaviors such as a change in the product, services or the organization and selecting a brand or an organization for a long period of time are the factors that are taken into account in the behavioral approach of loyalty. Behavioral loyalty is sometimes simply measured by observation techniques,
- b. Attitudinal approach; which is traced back to customers' approach to the positive effects of a product, a service or an organization and the tendency to maintain them. Purchasing intentions, preferring a given brand or a specific organization, tendency to tolerating increased prices instead of changing the organization entirely, and recommending a brand or a service to others are taken into consideration in the attitudinal approach.
- c. A combined approach: the third approach to loyalty is a combination of the other two approaches which were previously mentioned; because none of these two approaches are not sufficient for determining and measuring customer loyalty on their own. The definition of loyalty which was mentioned before is based on the combined approach. Customer loyalty is the reaction a customer has which includes repeating their purchases and using a service more than once, recommending the services to others and defending them against the competitors (Banasiewicz, 2005).

Research background

In 2017, Taheri Kia reviewed the role of employees' job satisfaction on customer loyalty and the mediating effects of customer satisfaction in the Ayandeh Bank of Mazandaran Province.



This study has aimed to examine the role of employees' job satisfaction on customer loyalty and the mediating effects of customer satisfaction in Ayandeh Bank of Mazandaran Province. This study is an applied research in terms of its objective and a descriptive survey in terms of its nature and method. The statistical population of this study is comprised of all of the customers and employees of Ayandeh Bank and accordingly, 425 customers and 85 employees were asked for their opinion. The library method and the field study method have been used for collecting the required data. The field study method includes the distribution of a questionnaire among the statistical sample of the research. The validity of this questionnaire has been measured and confirmed through content validity and the reliability of it has been measured and confirmed using Cronbach's alpha. Descriptive and inferential statistics (structural equations model) have been used for the statistical analysis of the collected data. In total, research findings indicate that employee satisfaction has a positive impact on the loyalty and satisfaction of the customers of the Ayandeh Bank of Mazandaran Province and also, employee satisfaction and customer satisfaction have a positive effect on the satisfaction of the Ayandeh Bank of Mazandaran Province.

In 2016, Gholizadeh reviewed the relationship between employees' job satisfaction and satisfaction of customers of insurance services (case study: customers of insurance services of the insurance company of Tehran).

This research has aimed to review the relationship between employees' job satisfaction and satisfaction of customers of insurance services of insurance companies in Iran. The statistical population of this study consists of managers, heads, experts and employees of 24 difference branches of insurance companies in the city of Tehran (216 people), as well as the customers of these branches (6200 people). According to the sample size determination table (Krejci and Morgan, 1970), a number of 132 people were selected for the job satisfaction questionnaire and 361 people were selected for the customer loyalty questionnaire as the statistical sample of the study. This research is a descriptive-correlation research. The collected data in this study have been computed and analyze using the SPSS (Ver.22) software and the Pearson correlation test. The results of testing the research hypotheses suggest that there is a relationship between the factors that affect the job satisfaction of employees (payment and compensation, nature of work, opportunities for promotion; by Sarparast et al.) and customer loyalty to the insurance services provided by the insurance companies.

In 2016, Kasrayipoor reviewed the mediating role of customer satisfaction in the relationship between employees' job satisfaction and customer loyalty.

This study has aimed to review the mediating role of customer satisfaction in the relationship between employees' job satisfaction and customer loyalty. As a survey, in this research, 75 customers and all of the 62 employees of Hami Hyper Market in the Velenjak Street 13 of Tehran have been selected as the research sample. The data in this study were collected using and standardized and localized questionnaires. The statistical analysis of the collected data was done using a software (Smart pls). According to the obtained results, customer satisfaction plays a mediating role in the relationship between employees' job satisfaction and customer loyalty and there is a significant relationship between employees' job satisfaction and customer loyalty. Also, a significant relationship was observed between employees' job satisfaction and customer loyalty. Abdolrahman et al. (2012) reviewed the roles of quality of communications and the changes in the costs in relation with customer loyalty in the hoteling industry in Malesia. The results of their



studies show that quality of this relationship will affect customer loyalty; although the changes in the costs do not affect customer loyalty.

Durmus et al. (2013), in their study, reviewed the dimensions of electronic loyalty of customers that affect their private purchases. The results of their analysis indicate that quality of services and improvement of the process of electronic services are among the most important factors that will affect electronic loyalty. Online shops use strategies to increase the loyalty of online buyers. Kranias et al. (2013) reviewed the relationship between the quality of services and customer loyalty in the banks of Greece. The results of this study indicate that ease of receiving facilities has a considerable impact on customer loyalty.

Aref, Evin Yan, Zakhan and Khaled Ismaeel (2013) have conducted a study called the effects of quality of services and customer satisfaction on customer loyalty in internet banking. They used the internet version of the ServQual questionnaire for evaluating the internet banking services in a commercial bank in Malesia. The questionnaires filled out by 265 of the internet users of bank services were collected. The findings suggest that reassuring trust, attractiveness of the website, the instruction for using the website, availability of the system, maintaining privacy and responsiveness are some of the internet banking services. The results of this study indicate that attractiveness of the website, the instruction for using the website, availability of the system and responsiveness have positive impacts on customer loyalty. In addition, electronic satisfaction of customers has a significant impact on the electronic loyalty of customers. Electronic satisfaction has a moderate significant relationship with attractiveness of the website and instruction to use the electronic services of the bank and electronic loyalty of customers. In conclusion, attractiveness of the website and its appearance, how is the information presented, and instructions for how to use the services of this website are among the important features for the users of the internet bank. These findings suggest that internet banking, along its technical aspects, quality of services such as efficiency and availability of the system, attractiveness of the website and proper instructions for using the website are crucial for guaranteeing the quality of electronic services which lead to the satisfaction and loyalty of customers.

Sigoro (2013) wrote an article called the effect of the perceived quality of services, controllable factors on customer satisfaction and loyalty. The results of this research suggest that customers have perceptions of the quality of services and peripheral factors. Then, these perceptions have a direct impact on customer satisfaction. Ultimately, customers' perception of the quality of services and the relationship between quality of services and customer satisfaction have direct effects on customer loyalty.

Kranias and Borlisa (2013), in a study, reviewed the relationship between quality of services and loyalty in Greek banks. In this study, the quality of services provided by these banks were also evaluated. In their opinion, the quality of services is a valuable asset in the turbulent economic environment, which is used by banks for them to survive and to obtain competitive advantage. The results of this study showed that there is a significant difference between the perceived quality of services between Greek banks. In addition, the findings of this research suggest that the quality of services has considerable impacts on the loyalty of bank customers.

Shankar, Smith and Rangazoami (2003), in a research, reviewed customer satisfaction and loyalty in online and offline environments. The results obtained by them indicate that the levels of customer satisfaction are the same in both environments.



DEVELOPING RESEARCH HYPOTHESES AND CONCEPTUAL MODEL:

First hypothesis: there is a significant relationship between job satisfaction and customer loyalty.
Second hypothesis: there is a significant relationship between organizational commitment and customer loyalty.

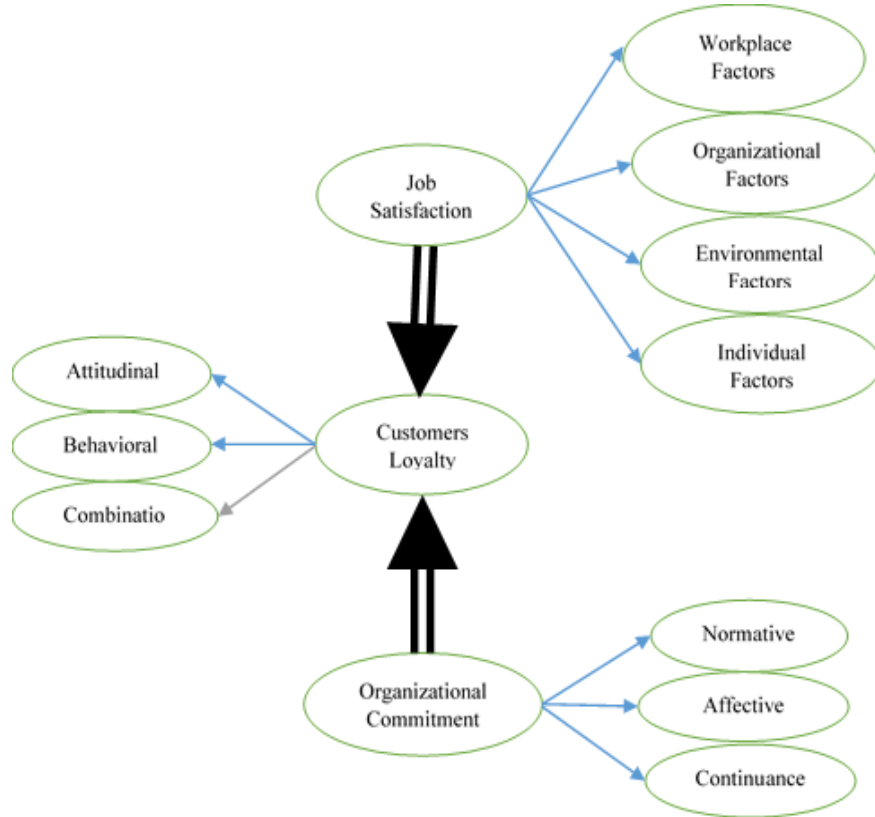


Diagram 1: theoretical framework of the study

METHODOLOGY

Statistical population and sample size

The statistical population of this research is comprised of two sections: 146 people for measuring job satisfaction and organizational commitment and 214 customers of the company for measuring customer loyalty.

Data collection tools

The questionnaire used in this research were nameless and anonymous and they were distributed among the participants in person. The questions have been divided into two categories. The questions in the first category were put in the first questionnaire which include questions about job satisfaction and organizational commitment. There were 37 questions in this category which were answered by the employees. The second category – the customer loyalty questionnaire – included 35 questions which were answered by the customers of the organization. Five-option Likert scale (from “totally agree” and “totally disagree”) were used in these two questionnaires.

Validity and reliability

After collecting the first 30 questionnaires, university professors and elite were asked for their opinions about the questionnaire and the questionnaires were corrected and modified based on these opinions. In this research, to measure reliability of the questionnaires, Cronbach's alpha coefficient was used which applies for multi-scale questions. This coefficient was 0.75 for the job satisfaction variable, 0.82 for the organization commitment and 0.73 for the customer loyalty variable, which indicate that the questionnaires are reliable.

DATA ANALYSIS

The structural equations method using the LISREL software, which is a well-known software for these types of models, were used for testing the research hypotheses with the purpose of the direct or indirect relationships and simultaneous relationships between the variables. For analyzing the data, the K. S tests, factor analyses, regression, SPSS and LISREL software have been used. One of the most proper methods of analysis is the multivariate analysis in the behavioral and social sciences, because these subjects are multivariate ones in the nature and they cannot be analyzed by a bivariate method in which only one independent or dependent variable is measured at the time.

DISCUSSION AND ANALYSIS

Demographic information

In the population comprised of customers, the age group of 40 to 50 years was the most frequent (n=73; 34%) and following that was the age group of 30 to 40 years (n=72; 33%). Most of the respondents were male (n=187; 87%) and married (n=169; 79%). In terms of education, a large number of the respondents had a master's degree (n=84; 39%) or a bachelor's degree (n=60; 28%). However, in the population consists of employees, the highest age was in the age group of 30 to 40 years (n=100; 68%). Most of the respondents were male (n=136; 93%) and married (n=126; 86%). In terms of education, a large number of the respondents had an associate degree (n=55; 38%), a slightly smaller number of the respondents had a bachelor's degree or a high school diploma (n=40; 27%). The highest frequency in terms of job position of the respondents was repairman (n=75; 51%) which was followed by technicians (n=25; 17%).

Testing the normality of the research variables

Kolmogorov-Smirnov test

The Kolmogorov-Smirnov test is used for reviewing the normality or abnormality of the distribution of variables. while testing the normality of the data, the H_0 usually indicates that the distribution of data is not normal. This hypothesis is tested at the error level of 5%. Therefore, if the test statistic is higher than or equal to 0.05, there will be no reason to reject the H_1 . In other words, distribution of data will be normal. To test the normality of distribution, the following statistical hypotheses have been developed:

H_0 : distributions of the job satisfaction, organizational commitment and customer loyalty variables are not normal.



H₁: distributions of the job satisfaction, organizational commitment and customer loyalty variables are normal.

H₀: distributions of the job satisfaction, organizational commitment and customer loyalty variables are not normal.

Table 1. Cronbach's alpha

Type of variables	Reliability Test	
	Cronbach's Alpha	Number of Components
Organizational Commitment	0.82	37
Customers Loyalty	0.73	35
Job Satisfaction	0.75	37

Table 2. Kolmogorov-Smirnov test done on the research variables

Variables	Number	Average	Standard Deviation	Kolmogorov-Smirnov Z	P-value
Job Satisfaction	146	48.94	10.27	1.91	0.167
Organizational Commitment	146	88.15	17.52	2.65	0.247
Customers Loyalty	214	117.3	16.5	1.28	0.076

Given that the test statistic is higher than or equal to 0.05, there is no reason for rejecting the H₁, which indicates that distribution is normal.

Multiple regression analysis of job satisfaction and organizational commitment on customer loyalty

Given the normality of the research variable, the multiple regression analysis has been used. By entering two effective variables on customer loyalty in the multiple regression model, the results associated with customer loyalty with the order of importance (from less important to more important) have been illustrated as follows:

Table 3. multiple regression test for the research variables

Correlation Coefficient R	Coefficient of Determination (R Square)	Corrected Coefficient of Determination	Standard Deviation
0.958	0.918	0.918	17.2

The first column shows the value of the correlation coefficient between the job satisfaction and organizational commitment variables and the customer loyalty variable. This criterion shows the direct relationship between the dependent variables and loyalty and how strong this relationship is. The second column displays the determination coefficient (R Square) of the regression model of these variables and it can be seen that 8.91% of the variations of the independent variable – loyalty – is expressed by the dependent variables, i.e. job satisfaction and loyalty.

Table 3 shows the regression coefficients of two variables, i.e. job satisfaction and organizational commitment, in the effectiveness of the linear relationship. As it has been specified, the B value obtained for the “job satisfaction” variable in the regression equation is 0.573 which is significant at a 0.000 level. This indicates that each unit of increase or decrease in the “job satisfaction” variable leads to a 57.3% increase or decrease in the “customer loyalty” variable. Similarly, each unit of increase or decrease in the “customer commitment” variable leads to a 38.9% increase or decrease in the “customer loyalty” variable. Ultimately, the regression equation can be written as follows:

Equation (1): customer loyalty = 115.34 + 0.573* (job satisfaction) + 0.389* (organizational commitment)

Table 4. regression coefficients

Independent Variables	Nonstandard Coefficients		Standard Coefficients	T-Test	p-value
	B	Standard Deviation	Beta		
Constant Value	115.34	1.325	-----	86.8	0.000
Job Satisfaction	1.34	0.195	0.573	6.9	0.000
Organizational Commitment	0.511	0.109	0.389	4.7	0.000

Confirmatory factor analysis

Multiple indexes were used for evaluating the fitness of the model according to table no.3. These indexes were selected in such a way that each group of them would have a proper representative for good judgment.

Table 5. fit indexes

Index	Allowable Range	Value	Result
X ² /df ¹	X ² /df ≤ 3	2.97	Model Confirmed
RMSEA ²	RMSEA < 0.09	0.002	Model Confirmed
GFI ³	GFI > 0.9	0.92	Model Confirmed
AGFI	AGFI > 0.85	0.87	Model Confirmed
CFI ⁴	CFI > 0.90	0.91	Model Confirmed
IFI ⁵	IFI > 0.90	0.91	Model Confirmed

Confirmatory factor analysis shows the components of the questionnaire which were fitted properly and shows the questionnaire components. The relationship between each of the variables and the related measures has been modelled separately and the results of the factor analysis have been confirmed based on table 4. In all of the relationships between the job satisfaction, organizational commitment and customer loyalty variables with the measures related to them, it can be concluded that t statistics is higher than 3; thus, the significance of the relationships was confirmed with a 99% confidence level. The factor load criterion in the table below shows the effectiveness of each of the measures.

Table 6. results of the confirmatory factor analysis

Variables	Effective Factors	Factor Loading	T-Value
Job Satisfaction	Organizational Factors	0.25	3.33
	Nature of Work	0.68	9.87
	Environmental Factors	0.7	10.11
	Individual Factors	0.82	11.8
Organizational Commitment	Normative Commitment	0.76	4.87
	Affective Commitment	0.61	4.64
	Continuance Commitment	0.27	3.21
Customer Loyalty	Attitudinal Loyalty	0.6	8.8

¹Chi square divided to degree of freedom

²Root mean square error of approximation

³Goodness of fit index

⁴Comperation fit index

⁵Inceremental fit index



	Behavioral Loyalty	0.72	10.72
	Combination Loyalty	0.99	14.95

The individual and environmental factors measures are modelled based on the job satisfaction variable and the normative commitment measure is modelled based on the organizational commitment variable and the loyalty measure is modelled based on the customer loyalty variable which leads to the highest effectiveness possible.

Structure of the research model

Figure 1 shows the structure of the research model based on the t-values. The values between - 1.96 and 1.96 are indicative of lack of a significant impact on the part of the latent variable. The t-values between 1.96 and 3 are indicative of a significant effect on the part of latent variables with a confidence level of higher than 95%. In addition, t-values higher than 3 are indicative of a significant effect on the part of latent variables with a confidence level of higher than 99%. Thus, as it can be seen in figure 1, the relationship between job satisfaction and organizational commitment and loyalty is confirmed with the confidence level of higher than 99%.

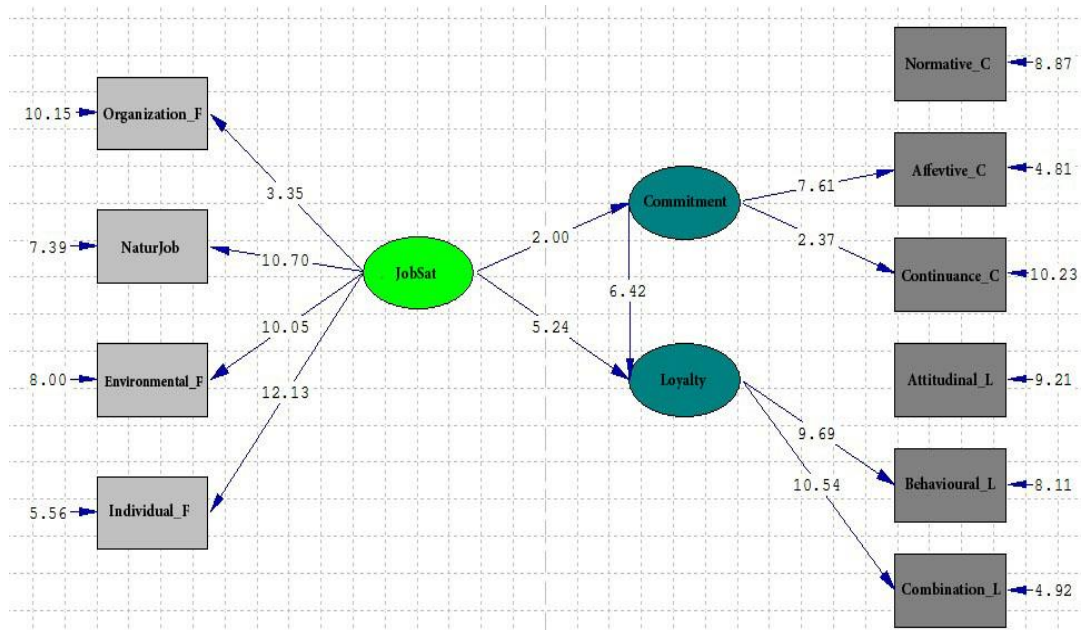


Figure 1. structure of the model based on the t-values

Figure 2 displays the structure of the model based on the factor load values. Degree of impact of the job satisfaction variable on the customer loyalty variable is 37.0 and degree of impact of the organizational commitment variable on customer loyalty is 0.77. Similarly, other factor loads of each of the components have been specified.

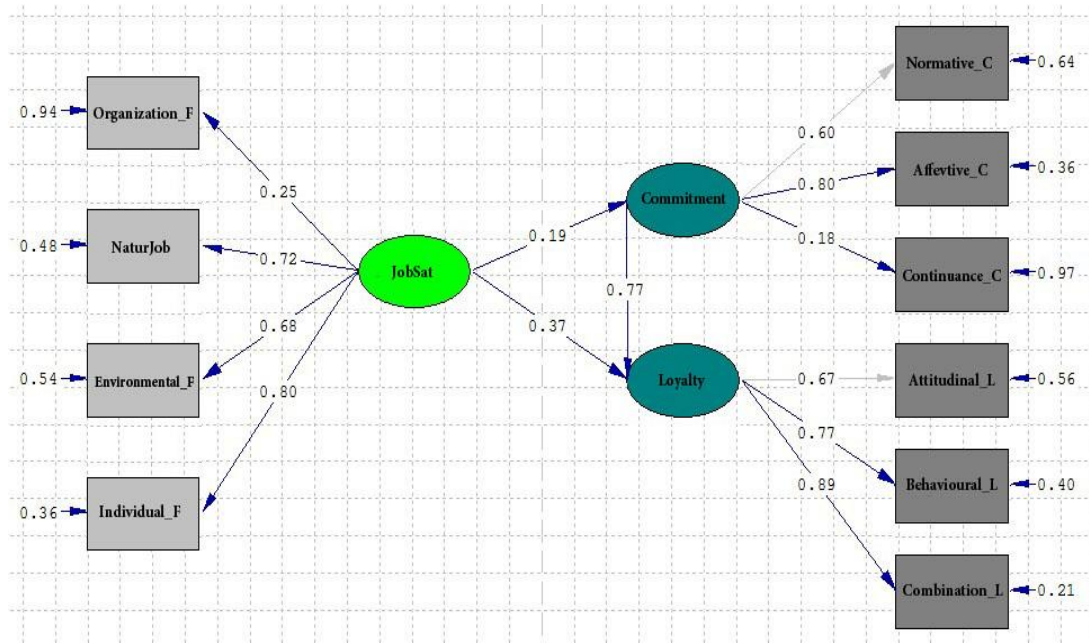


Figure 2: structure of the model based on the factor load values

Table 7 shows the final results and the values associated with the conclusion of the model structure and research questions, the R^2 column show the percentage of variances which have been expressed by the relationships between the latent variables. Values close to 1 show that the relationships between the research variables are quite strong. Degree of impact of the job satisfaction variable on the customer loyalty variable is 37.0 and its correlation is 88.0. Also, degree of impact of the organizational commitment variable on customer loyalty is 0.77 and its correlation is 83.0.



Table 7. Final Results and values related to the conclusion of model structure and research questions

Research questions considering the model	Standard Value λ	Standard Error	T-value	Value (R ²)	Significance Level	Result
1. Is there any significant correlation between job satisfaction and customer loyalty?	0.37	0.07	5.24	0.83	P<0. 01	Correlation Confirmed
2. Is there any significant correlation between organizational commitment and customer loyalty?	0.77	0.12	6.42	0.83	P<0. 01	Correlation Confirmed
3. Is there any significant correlation between job satisfaction and organizational commitment?	0.19	0.093	2.00	0.03	P<0. 05	Correlation Confirmed

CONCLUSION AND RECOMMENDATIONS

The present study has aimed to recognize the relationships between the research variables and how much job satisfaction and organizational commitment affect customer loyalty. After the filled-out questionnaire by the customers and employees of Saipa Yadak Company were

collected, our hypotheses regarding the effect of organizational commitment and job satisfaction on customer loyalty was confirmed. What is meant by this is that the more an organization (Saipa Yadak Company) paves the way for higher levels of job satisfaction for its own employees, the higher the loyalty of its customers will be and the more the level of organizational commitment of its employees will increase, which in turn will lead to increased customer loyalty. Findings of this study comply with the results obtained by Taheri Kia (2017), Moradi (2017), Gholizadeh (2016), Kasrayipoor (2016), Abdolrahman et al. (2012) and Durmus et al. (2013).

- 1- This research has been done on the employees of Saipa Yadak Company and therefore, generalization of the results and extending them to other population must be done rather cautiously.
- 2- Organizational commitment and job satisfaction have been composed of almost unlimited modes, many of which remain unknown. And for the ones that are known, collecting information about all of these indexes is not possible so the knowledge we have of them is not sufficient. Thus, in this study, the information about each of these indexes was collected based on important and well-known tools.
- 3- In this research, three questionnaires have been used. Each of these questionnaires has been filled out at a specific and scheduled time; but, since the employees were rather busy, it is possible that they have not been very careful and they have filled out the questionnaire with boredom and carelessly.

Applicable recommendations

- 1- The results of the model have indicated that organizational commitment and job satisfaction affect customer loyalty; therefore, it is recommended to companies to attempt to improve the level of general health and resilience of their employees in order to improve the level of their organizational commitment. This can be done by giving the employees proper entertainment and leisure facilities, holding psychological conferences and workshops.
- 2- Commitment in an organization has two sides. What is meant by this is that managers are committed to the employees and employees are committed to achieving goals that are important for the managers and the organization. Hence, it is recommended to managers to be committed to their responsibilities regarding the employees so that they would be motivated enough to be committed to their organizational responsibilities and goals of the organization.

Research recommendations

- 1- Organizational commitment is regarded as a very crucial element for any given organization which causes an improvement in the qualitative and quantitative level of the organization. Since there are numerous personal and organizational occupations and different conditions, it is recommended to let the factors affecting these indexes to remain unknown. It is recommended to future scholars to simultaneously study both the indexes which are associated with the organization and personal indexes.
- 2- Organizational psychology is an attractive and crucially important matter in the respect of economic and social development of any society. Therefore, it is recommended to future scholars to pay special attention to this matter and to attempt to pave the way for the different industries of the country to grow.

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