

The Effectiveness of Organizational Culture for Coordinating Customers' Relationships – Case of Mobilis-

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Abstract:

Organizational culture is very important in any organization, as well customers' relationships should be building in every organization to cope with the external changes. This study aimed to shed light on the importance of organizational culture as well the interest of managing customer relationships. This study depended on descriptive method by using an interview for analyzing the case study of Mobilis Company in Bechar city in Algeria. Therefore, this study found that Mobilis has organizational culture that contributes effectively in coordinating customers' relationships.

Keywords: Culture, Customer, Organization, Relation.

Jel Classification Codes: M12; M14.

1. INTRODUCTION

Recently, with rapid and strong competitiveness organizations are searching for different solutions and ways to understand customer needs and customer feedback, which can reach the understanding of organization's customer. Thus, any organization should develop customers' relationships to gain market share and to ensure its sustainability. However, organization should have organizational culture that supports customers' relationships. Organizational culture seems to be a sophisticated approach to understand the beliefs and attitudes of individuals in an organization. As well, the field of organizational behavior and the related discipline of management science began investigating organizations in terms of culture as early as the 1930s.

The aim of this study is to show the importance of organizational culture as well the interest of managing customer relationships. This study depends on the following problematic: "what is the effectiveness of organizational culture for coordinating customers' relationships?" and in order to answer this question, this study depends on case study of Mobilis Company in Bechar City in Algeria. As well as, this study depends on the following hypothesis: "Mobilis has organizational culture that contributes effectively in coordinating customers' relationships".

As well, to prove or deny the validity of this hypothesis; this study depends on descriptive method to analyse results of the case study of Mobilis Company in Bechar City in Algeria. In addition, this study will introduce organizational culture and its characteristics, and then it will show customers' relationships and their aspects. After that, it will discuss some literatures review in both organizational culture and customer relationships, as well, it will explain the used methodology, and finally, it will discuss the results to reach some conclusions.

2. Organizational Culture and Customers' Relationships

The continuous changes in both internal and external environment of organizations led to the attention of social practices. Firstly; this study will discuss about organizational culture and after that it will discuss customers' relationships.

2.1. Organizational Culture

When “culture” first appeared in the Oxford English Dictionary around 1430 it meant “cultivation” or “tending the soil,” based on the Latin culture. Into the 19th century “culture” was associated with the phrase “high culture,” meaning the cultivation or “refinement of mind, taste, and manners.” This generally held to the mid-20th century when its meaning shifted toward its present American Heritage English Dictionary definition: “The totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought.” (Tharp, 2009, p. 2).

Organizational culture is the collective effect of the common beliefs, behaviors, and values of the people within a company. Those norms within any organization regulate how employees perform and serve customers, how they co-operate with each other, whether they feel motivated to meet goals, and if they are sincerely into the company's overall mission (Morcos, 2018, p. 2).

Organizational culture is: a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Tharp, 2009, pp. 3-5).

Organizational structure of the mutual relations includes the roles, relationships among people, activities, goals and other characteristics of the organization's hierarchy. However, if culture is a system of common understanding to know the members of an organization, a system is composed of a set of core features that they valued the organization or their values. (Jahanian & Raheleh, 2013, p. 87). According to (Witte & Jaap J, 1999, p. 501), the evolvement of an organizational culture consistent with the vision and strategy leads to an effective and competitive organization.

2.2. Characteristics of Organizational Culture

According to (Jahanian & Raheleh, 2013, p. 88); these are 10 characteristics of organizational culture as following:

- ✓ Personal creativity: responsibility, freedom and independence of the individual.
- ✓ Risk Disclosure: The amount of money people are encouraged to take initiative, to work and ambition to make risky.
- ✓ Leadership: the extent to which the objectives and functions that are expected to be made clear.
- ✓ Integration: the extent or degree to which units within an organization to act in a coordinated way.
- ✓ Management support: the extent or degree to which managers communicate with their subordinates, they will help and support them.
- ✓ Control of regulation and supervision on the behavior of individuals who direct the managers to apply.
- ✓ Identity: The degree to which individuals or entire organization to represent the nation.
- ✓ Reward system: the extent or degree to which the bonus reward allocation practices.
- ✓ Conflict reconciliation with the amount or degree to which people are encouraged to build and open conflict are obvious criticisms.
- ✓ Pattern of relation: amount or degree of organizational communication is limited to the formal hierarchy of needs.

2.3 Customers' Relationships

According to (Adhikari & Bibhav, 2009, p. 64) "Acquiring new customers is important for business success, but maintaining customer relationships are just as crucial." Therefore, Customer Relationship Management is the business strategy that aims to understand, anticipate, manage and personalize needs of potential customers that can be integrated with current organizational target. In addition, according to (Failte Ireland, 2013, p. 3) "managing customer relationships should be seen as a priority

activity”. This means that building customer relationships is very important to gain good market share.

As (Chittaie, 2012, p. 14) customer relationship management is the philosophy of business activities for attracting and keeping the customer, raising the customer value, loyalty, and implementing the customer centered techniques. Customer relationship management is aimed at strengthening customer relationships and examining them fully.

A customer relationship is a strategic approach concerned with creating improved shareholder value through the development of appropriate relationships with key customers and customer segments (Bolton & Crina, 2007, p. 4).

Customers' relationships are based on the way to attract customers, understand their needs, influencing customers by developing their attitudes, and the most important gaining and maintaining customer loyalty.

2.4 Aspects of Customers' Relationships

Based on (Chittaie, 2012, pp. 14-15) there are four aspects of customers' relationships as the following:

- ✓ Customer identification through targeting the individuals who will become customers, and searching about their needs for promoting products, as well as, involving customer segmentations.
- ✓ Customer attraction through direct marketing which is one of factors for drawing the customer.
- ✓ Customer retention through customer satisfaction considering how customer value needs, expectations, and behavior through analyzing the data from interaction with customer are integrated, firms can shorten the sales cycle, and increase the customer loyalty by creating better relations with them.
- ✓ Customer Development through increasing the amount of interactions, the value of interactions, and personal profitability of the customer. Elements composing customer development are: customer life time value analysis average sales growth, and analysis of product basket the customer uses in the company.

3. LITERATURE REVIEW

There are many literatures about organizational culture and customers' relationships. Firstly, this study will discuss some literatures about organizational culture such as the study of (Jahanian & Raheleh, 2013) which examined the concepts of culture, organization, organizational culture, and the important component of management for factors of the management of organizational culture which is one of the great duties. In addition, a study of (Anacleto, Crishna, & Edson, 2014) discussed the Guidelines for changing organizational culture by depending on a case study in a telecommunications company, and it aimed to propose an action plan for the conduct of cultural change in the IT department of a company in the telecommunications industry. And it concluded that a receptive environment, employees not only understand why the changes are necessary, but engage with the process and faithfully executes the steps required, favoring the strategic positioning of the company. Moreover, (Morcos, 2018) talked about definition and trends of organizational culture, and he concluded that the definition for culture changed significantly over the years from being a description of collective behaviors and norms within an organization, that could not be influenced. The definition evolved to the understanding that an organizational culture is unexpectedly tangible and can be deliberately designed and leveraged as an employee experience, as well as, data is playing a big part in understanding the current issues and opportunities related to the organization culture and structure.

Secondly, concerning literatures about customers' relationships, (Bolton & Crina, 2007) focused on managing customer relationships in marketing. And they found that research on managing customer relationships has the potential to provide a unifying framework for studying diverse marketing issues, and to contribute more broadly to business practice. In addition (Adhikari & Bibhav, 2009) discussed the management of customer relationships in service organization, and they tried to understand the philosophy and its uses in the high customer blends open to service sectors and they tried to find the uses of customer relationships management to improve the customer satisfaction levels and develop a better customer relationships management framework. Moreover, (Soliman, 2011) searched

about customer relationship management and its relation with marketing performance, by investigating structural relationship focusing on main customers, the organizational efficiency, customer knowledge management, and marketing performance. As well, (Chittaie, 2012) talked about customer relationship management and business strategies, and she found that fostering unity in the interrelated sectors through information technology, cost reduction and development of low-level relations with customers, companies can achieve greater profitability.

However, the innovation features of this study will appear in coordinating between organizational culture and customer relationships, as well as, by supporting this study with the analysis of the case of Mobilis company.

4. DATA AND METHODOLOGY

In order to answer the research question and to prove or deny the validity of the research hypothesis, this study depends on descriptive method by using interview with heads of department of Mobilis company, in the period of the first week of January 2021. In addition, the interview included a set of questions concerning two axes the first is about the characteristics of organizational culture which is composed of 15 questions and the second is concerning aspects of customers' relationships, and this axe is composed of 15 questions too (see appendices).

5. RESULTS AND DISCUSSION

After doing the interview, this study found different results. Therefore, firstly, we will discuss results obtained in first axe that is concerning organizational culture in Mobilis.

5.1 Results of Organizational Culture in Mobilis

Based on the interview, the results of the first axe of the characteristics of organizational culture of Mobilis are shown in table 1.

According to the table 1, it is clear that Mobilis has organizational culture through clarification of organization's internal laws, as well as by allowing employees to participate in setting organization's goals, in addition to supporting changes by making quick, medium or slow changes according to the environment and the field of change, however, sometimes, the changes

cause disruption of activities if there are not enough possibilities.

Moreover, the organization gives rewards to employees who participate in achieving goals, furthermore, employees are flexible especially in business side, and they can influence change in this organization especially in the field of technology. As well as, because of the interest of Mobilis to try always to avoid disputes between employees, this encourages team spirit and creates teamwork aspects that are why the relation between employees is good.

Consequently, organizational culture of Mobilis care about customers because it develops the competitive position through maintaining existing customers, attracting new customers, providing services according to customer requirements, keeping employees, and reducing the prices of offers.

Table 1. Results of characteristics of Organizational Culture of Mobilis

Questions	Answers
1	This organization makes changes according to the environment and the field of change, and it can be quick, medium or slow
2	Sometimes, if there are no enough possibilities
3	Yes, especially in business side
4	The employees can influence change in this organization especially in the field of technology
5	This organization develops the competitive position through maintaining existing customers, attracting new customers, providing services according to customer requirements, keeping employees, and reducing the prices of offers.
6	This organization seeks to organize between its goals and employees goals
7	Employees participate in setting goals by listening to what they aspire to be.
8	This organization rewards employees who contribute to achieving goals
9	Employees encourage team spirit
10	Employees have the required skills for teamwork
11	Employees give priority to understand customers' needs to keep up with their requirements
12	Employees are working to solve customer problems for achieving customer satisfaction even if it is simple
13	Employees should follow organization's internal laws
14	There is good relation between employees in this organization
15	This organization always tries to settling and avoiding disputes between employees

Source: made by authors based on the interview.

5.2 Results of Customers' Relationships

Based on the interview, the results of the second axe of the aspects of customers' relationships of Mobilis are shown in table 2. And it is clear that Mobilis has some aspects of customers' relationships such as customer identification through targeting customers whether individuals or institutions with different products, and putting the interest of customers above all considerations, as the survival of the customer and his retention ensure the survival of the organization.

In addition, Mobilis provides customer attraction through marketing programs which is dictated by the competitive environment, and through providing different services related to communication offers for individuals, services for institutions, and internet services. As well as, this organization can support marketing by providing the official website, social networks such as: facebook, twitter, instagram,...

Furthermore, Mobilis provides customer retention through customer satisfaction and making considerations according to customers' aspirations, as well as the fast, medium or slow response to the customer needs depending on their desires, in addition to solving customers' problems by different ways. And employees use transparency with customers to gain their satisfaction and their loyalty, moreover, Mobilis recommends employees to establish strong relationships with customers.

Additionally, Mobilis provides customer development through repeating the purchase process by customers; and Mobilis seeks always to build a relationship of trust with customers, in addition, Mobilis engages customers in evaluating services through direct customer's feedback or via internet.

However, Mobilis establishes a special record of customers' suggestions and complaints, but it doesn't consider it as main reference to know customers' problems, which can hinder customer development.

Consequently, according to the previous results obtained in the first axe about characteristics of organizational culture in Mobilis and the results obtained in the second axe about the aspects of customers' relationships in Mobilis, this study can prove the hypothesis that: "Mobilis has organizational culture that contributes effectively in coordinating customers' relationships".

Table 2. Results of the aspects of customers' relationships of Mobilis

Questions	Answers
1	This organization allocates marketing programs, which is dictated by the competitive environment
2	Organization's offers are in line with customers' aspirations
3	This organization has fast, medium or slow response to the customer needs depending on their desires
4	Studying customer's behavior in order to determine his desires which help in attracting and retaining customers
5	This organization can retain customers through institutional excellence
6	This organization tries to realize customer satisfaction through solving their problems in commercial agencies, or in the department that is responsible for solving customers' problems in general directorate or regional directorate
7	By repeating the purchase process; and the organization seeks always to build a relationship of trust with customers
8	Customer's information can't be used except as permitted by the organization's internal law
9	This organization puts the interest of customers above all considerations, as the survival of the customer and his retention ensure the survival of the organization
10	Employees use transparency with customers to gain their satisfaction and their loyalty, and this organization recommends employees to establish strong relationships with customers
11	This organization establishes a special record of customers' suggestions and complaints, but it doesn't consider it as main reference to know customers' problems
12	This organization provides sales services, after-sales services, services related to communication offers for individuals, services for institutions, and internet services
13	This organization engages customers in evaluating services through direct customers feedback or via internet
14	This organization provides numbers that represent call centers for individuals
15	This organization provides the official website, social networks such as: facebook, twitter, instagram,...

Source: made by authors based on the interview.

6. CONCLUSION

In summary, organizational culture is very important for every organization to determine behaviors, regulations, internal integration, and relationships for leading to an effective and competitive organization. In order to provide organizational culture it is required to provide some characteristics such as: personal creativity, risk disclosure, leadership, integration, management support, control of regulation and supervision on the behavior of individuals, identity, reward system, and pattern of relation,...

In addition, managing customer relationships should be seen as a priority activity, which can be achieved by providing some aspects such as: customer identification, customer attraction, customer retention, and customer development.

In conclusion, according to the previous results obtained in the first and second axe, this study can prove the hypothesis that: “Mobilis has organizational culture that contributes effectively in coordinating customers' relationships”. And this is due to the following results:

- ✓ Mobilis has organizational culture through clarification of organization's internal laws;
- ✓ Mobilis allows employees to participate in setting organization's goals;
- ✓ Mobilis supports changes by making quick, medium or slow changes according to the environment and the field of change;
- ✓ Mobilis gives rewards to employees who participate in achieving goals,
- ✓ Mobilis provides flexibility especially in business side;
- ✓ Mobilis encourages team spirit and creates teamwork;
- ✓ organizational culture of Mobilis care about customers because it develops the competitive position through maintaining existing customers, attracting new customers, providing services according to customer requirements, keeping employees, and reducing the prices of offers;
- ✓ Mobilis has some aspects of customers' relationships;
- ✓ Mobilis provides customer identification through targeting customers whether individuals or institutions with different products;
- ✓ Mobilis provides customer attraction through marketing programs;

- ✓ Mobilis provides customer retention through customer satisfaction and making considerations according to customers' aspirations;
- ✓ Mobilis provides customer development through repeating the purchase process by customers; and Mobilis seeks always to build a relationship of trust with customers.

Finally, Mobilis should take in consideration customers' suggestions as main reference to know customers' problems, for increasing customer development.

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6. Appendices

Questions Related to the First Axe Concerning Organizational Culture:

1. Does the organization make changes? If yes, on what basis?
2. Does the change cause disruption of activity?
3. Are employees flexible to keep up with change?
4. Do employees influence change in the organization?
5. How does the organization develop its competitive position?
6. Is there a conflict between organization's goals and employees' goals?
7. Do employees participate in setting organization's goals?
8. Does the organization reward employees who contribute in achieving goals?
9. Do employees encourage teamwork?
10. Do employees have teamwork skills?
11. What are the employees' priorities at work?
12. Do employees care about solving customers' problems?
13. Do employees have freedom to deal with customers' problems?

14. How is the relationship between employees in the organization?
15. Does the organization pay attention to problems and disputes among employees?

Questions Related to Second Axe Concerning Customers' Relationships:

1. Does the organization provide marketing programs to attract customers?
2. How does the organization adapt its offers?
3. Does the organization respond to customer's needs? If yes; how's that?
4. What are the fundamentals of customer attraction that the organization relies on?
5. How does the organization retain its customers?
6. Does the organization seek to achieve customer satisfaction?
7. How does the organization make sure that the customer is satisfied with it?
8. How does the organization handle customers' information?
9. How does the organization consider customer's interest?
10. How do employees behave with customers?
11. Does the organization provide a record of customers' suggestions and complaints?
12. What are the provided services by the organization for customers?
13. Does the organization engage customers in services' evaluations?
14. Does the organization provide call centers to meet customer's needs?
15. Does the organization provide services for communicating with customers via internet?