

Investigating the Impact of Social Exchange between Employees and Customers on Services Provided to Customers with the Mediating Role of Customer Orientation and Moderator of Employee Commitment

Mehran Abdarpour*, Pedram Pakseresht

Department of Management, Faculty of Accounting and Management, Isfahan University, Isfahan, Iran

Abstract

The life of the organization in today's competitive environment depends on customer orientation. This research has been conducted with the aim of investigating the effect of social exchange of employees with customers on the services provided to customers with the mediating role of customer orientation and moderator of employee commitment. In terms of method, this research is a descriptive-survey of the correlation type and its statistical population includes all the employees of the marketing and sales unit of Mobarake steel complex, who were selected as a statistical sample using Cochran's formula. The measuring tool of the research is a questionnaire, and to measure the validity of the questionnaires using the form and content method, and to determine its reliability, Cronbach's alpha was calculated with a value of 0.896. Data analysis was done using SPSS26 and SMART PLS3 software. The results of the research showed that the social exchange of employees had an effect on customer orientation and services provided by employees to customers, and customer orientation on services provided to customers; And customer orientation has a mediating role in the relationship between employees' social exchange with customers and services provided, but organizational commitment did not moderate the relationship between employees' social exchange with customers and services provided to customers.

Key words

Customer service, Employee social exchange, Customer orientation, Employee commitment, Automobile industry

Original article

Corresponding author: Meh.abdarpour@gmail.com

Received:
09 Dec 2022
Accept:
14 Jan 2023

Introduction

Social exchange in today's society refers to a wide range of verbal and non-verbal communication, direct or indirect, between two or more people. Social exchanges include the transmission of messages from one person to another in order to meet the wishes and

needs of the sender of the message. These exchanges are formed among people and employees working in organizations in social, societal, cultural, etc. fields and are influenced by companions, work, groups in which a person is a member, etc. are located These interactions and communications are usually regulated by law, tradition, and bilateral agreements and may even



change, and are the main basis of the totality, unity, and unity of society and social groups (1). Social exchange of employees refers to how and for what reasons people at the social level exchange with other people about everything and have interactions to achieve desired results and meet their needs. The basis of human life in human societies is based on participation and social exchange. In many cases, people are not able to fulfill their wants and needs alone. Therefore, mutual interaction and communication between people is considered as a key element in all fields. Social exchange has played a major role in the field of communication and nowadays social interactions are no longer only imagined in real form and virtual space and communication are considered an inseparable part of human life (2).

On the other hand, due to the presence of various businesses, customer orientation and customer satisfaction has become an important and fundamental role. In such a way that it is not possible to expand services without considering this principle. Economic activists and those who are successful in the field of business know very well that customer orientation is the breathing oxygen in the world of business and they should put the word that the customer is always right at the top of their work. Customer orientation causes major positive consequences for organizations and creates a sustainable competitive advantage for the organization, and this causes companies and organizations to provide better services to their customers (3). Providing customer service, whether it is of the specified type or of the extraordinary type, is considered as customer support. This service helps the customer to have a good and enjoyable experience. In other words, customer service is more than responding to customers and is a very important part of the promises that companies and organizations make to their customers. Therefore, it is vital for success in any business (4).

Today, the issue of customer orientation and social exchange of employees on the services provided to customers has found a special place. Therefore, establishing a proper relationship with customers while gaining their satisfaction leads to providing better services and more success for companies and organizations. Organizations should pay special attention to the interests

and expectations of customers, because customer orientation and providing the interests and demands of customers also include the interests of organizations (5). Also, employee commitment is an inevitable component for individuals and organizations, because they need to adapt to the external dynamic environment (6). Employee commitment is one of the effective features in management. Committed people are like a source of energy and power, who move towards their goals and goals with strength and do not limit themselves to the existing laws and structures. Since the progress of any organization requires the compassionate, committed and conscientious efforts of its employees, it is therefore very important and necessary for people to do this (7). Commitment can create positive thoughts and feelings among employees towards the organization and job, and it also guarantees their success. Also, studies show that there is a significant relationship between employee commitment and social relations in workplaces, and this will be possible with a positive attitude and thinking towards the organization. It is necessary for organizations to prepare appropriate mechanisms for identifying effective factors for employee commitment, according to the conditions and requirements they face. Employee commitment can be influenced by individual and situational factors, and these factors affect job motivation or work-related behavioral structure. In employee commitment, people develop their interests based on their personal characteristics such as needs, interests, growth and future expectations. These elements are related to a person's profession and occupation and lead to customer orientation and useful social exchanges (8).

Mobarake Steel Complex Company, as one of the leading steel companies of the country, by implementing an integrated system of measuring and monitoring customer satisfaction, has drawn a new face of the organization in the minds of customers as a customer-oriented organization. The obtained information showed high social exchange of employees with customers of rolling products, steel products, direct regeneration products and export customers, which were surveyed quantitatively and qualitatively. In the perspective of implementing a customer-oriented quality system, creating a scientific system for data analysis, obtaining appropriate feedback for improvement, and

finally, constant monitoring of customer satisfaction is considered by the organization. One of the main pillars of customer attraction in the steel industry is customer orientation. In the competitive world of the steel industry, providing excellent services to customers is a tool for marketing the organization. The discussion of such companies in Iran is a new topic in industry studies. One of the general policies of the government is the development of steel industries, and this research is a step in reaching this general policy. Also, providing superior services should be on the agenda; This will attract more customers and create employment for the destination company (9). Since Mobarake

Steel Company is one of the poles of the steel industry in Iran, it has been chosen as a sample of the current research. The topic of customer orientation is also new in this industry.

According to the studies done, it seems that in the field of the impact of the social exchange of employees on the services provided to the customer, scattered researches have been conducted, among which the researches of (10-15), pointed out. All these researchers have sporadically investigated the variables of social exchange between employees and customers. This article has tried to investigate the impact of social exchange of employees on services provided to customers. Also, in this research, employee commitment was included as a moderating variable in the conceptual model. Now the issue is whether the social exchange of employees with customers has an effect on the services provided to customers through the mediating role of customer orientation in Mobarake Steel and does the work commitment of employees make this relationship stronger?

Research Methodology

This research is a descriptive-survey of the correlation type (due to investigating the effect of several variables on each other) with an applied nature (due to its application in Mobarake Steel Company). In this research, a survey method was used to collect information, so it can be classified as a field research. The method of collecting information is in the form of library and field studies. The tool for collecting information is a questionnaire. The statistical population of this research includes all the employees of the marketing and sales department of Mobarake Steel Complex, whose number was reported as 101 people during the inquiry made by the human resources unit. The sample size is estimated to be 80 people using Cochran's formula at the five percent error level. The sampling method used in this research was the sampling method available from among all the marketing and sales staff of Mobarake Steel Complex. Thus, to facilitate the process of data collection, first the questionnaire was made electronically on the Press line website, and then it was sent via WhatsApp, Telegram or email to colleagues working in the marketing and sales unit of Mobarake Steel Complex. In this research, two library and field methods have been used to collect information. The validity of the content of this questionnaire has been confirmed by the opinions of people with experience in the subject as well as university professors and it has the required validity. In this research, Cronbach's alpha method is used to determine reliability. In order to measure reliability, Cronbach's alpha method was used using SPSS software. The obtained reliability number is equal to table 1.

As can be seen in the above table, Cronbach's alpha coefficient of the whole questionnaire is equal to 0.896. Also, all the variables under investigation in this research had an alpha coefficient higher than 0.70 and were measured meaningfully. Therefore, the questionnaire has acceptable reliability.

Table 1: Cronbach's alpha coefficients

Variable	No. question	Cronbach's alpha
Social exchange of employees with customers	4	0.712
Designated customer service staff	4	0.715
Excellent staff customer service	5	0.909
Customer oriented	6	0.911
Employee's commitment	4	0.782
Total	23	0.896

Findings

Kolmogorov-Smirnov test was used to test the normality of data distribution.

Table 2: Kolmogorov Smirnov test statistics

Variables	Mean	SD	KS value	p-value
Social exchange of employees with customers	3.0219	0.72935	0.116	0.000
Designated customer service staff	3.4438	0.77027	0.105	0.000
Excellent staff customer service	2.8875	1.00472	0.144	0.000
Customer oriented	3.0146	1.02095	0.087	0.000
Employee's commitment	3.3500	0.74693	0.085	0.001

According to the results of the above analysis and according to the P value which is smaller than 0.05 in all variables, the null hypothesis is rejected, that is, the data do not follow the normal distribution. Therefore,

non-parametric methods should be used for inferential statistics, and Smart PLS software should be used for structural equation methods.

Table 3: Mann-Whitney test comparing means

Variable	z-gender	p-gender	z-marriage	p-marriage	H-age	p-age	H-education	p-education	h-job duration	p-job duration
Social exchange of employees with customers	1.603	0.109	0.662	0.508	1.549	0.461	1.476	0.688	0.575	0.902
Designated customer service staff	0.883	0.377	0.119	0.905	3.363	0.186	0.478	0.922	2.750	0.432
Excellent staff customer service	0.848	0.396	0.762	0.446	3.101	0.212	1.953	0.582	2.029	0.566
Customer oriented	1.066	0.286	0.206	0.837	0.977	0.613	0.845	0.839	0.625	0.891
Employee's commitment	0.100	0.921	0.275	0.783	0.492	0.288	0.901	0.825	0.022	0.999

Mann-Whitney test results

The results of the research show that from the total of 80 people in the sample, in terms of gender, the highest frequency is related to men with 68.8% and the lowest frequency is related to women with 31.2%. The results of the Mann-Whitney test showed that the mean opinions of men and women do not have a significant difference in the variables of social exchange between employees and customers, determined service of employees to customers, extraordinary service of employees to customers, customer orientation and commitment of employees.

In terms of marital status, the highest frequency is related to married people with 67.5% and the lowest frequency is related to single people with 32.5%. The results of the Mann-Whitney test showed that the average opinions of single and married people do not have

a significant difference in the variables of social exchange between employees and customers, determined service of employees to customers, extraordinary service of employees to customers, customer orientation and commitment of employees.

In terms of age conditions, 51.2% means the highest frequency is related to the age of 30 to 40 years and 18.8% means the lowest frequency is related to the age below 30 years. The results of the Kruskal Wallis test showed that the average opinions of different age groups do not have a significant difference in the variables of social exchange between employees and customers, determined service of employees to customers, extraordinary service of employees to customers, customer orientation and commitment of employees.

The results of the research also show that in terms of education, the majority of the sample, i.e. 53.8%, have a bachelor's degree and the least 5% have a diploma

or lower education. The results of the Kruskal-Wallis test showed that the average opinions of different educational groups do not have significant differences in the variables of social exchange between employees and customers, determined service of employees to customers, extraordinary service of employees to customers, customer orientation and commitment of employees.

In terms of work records, the highest frequency is related to 6 to 10 years of work experience with 37.5% and the lowest frequency is related to work experience of less than 5 years with 16.3%. The results of the Kruskal Wallis test showed that the average opinions of groups with different backgrounds do not have significant

differences in the variables of social exchange between employees and customers, determined service of employees to customers, extraordinary service of employees to customers, customer orientation and commitment of employees.

Fitting the measurement model using the structural equation model

The reliability of the index is measured by three criteria: 1) Cronbach's alpha, 2) composite reliability or Rho, 3) coefficients of factor loadings. After calculating the factor loading coefficients of the items and removing the items whose factor loading coefficient was less than 0.4, the values of Figure 2 were calculated for the factor coefficients.

Table 4: Values of factor loadings by items of research variables

Question	FL	Question	FL	Question	FL	Question	FL
Q1	0.780	Q7	0.645	Q13	0.871	Q19	0.770
Q2	-	Q8	0.862	Q14	0.876	Q20	0.816
Q3	0.647	Q9	0.833	Q15	0.777	Q21	0.752
Q4	0.831	Q10	0.844	Q16	0.782	Q22	0.685
Q5	0.824	Q11	0.874	Q17	0.906	Q23	0.847
Q6	0.546	Q12	0.866	Q18	0.879		

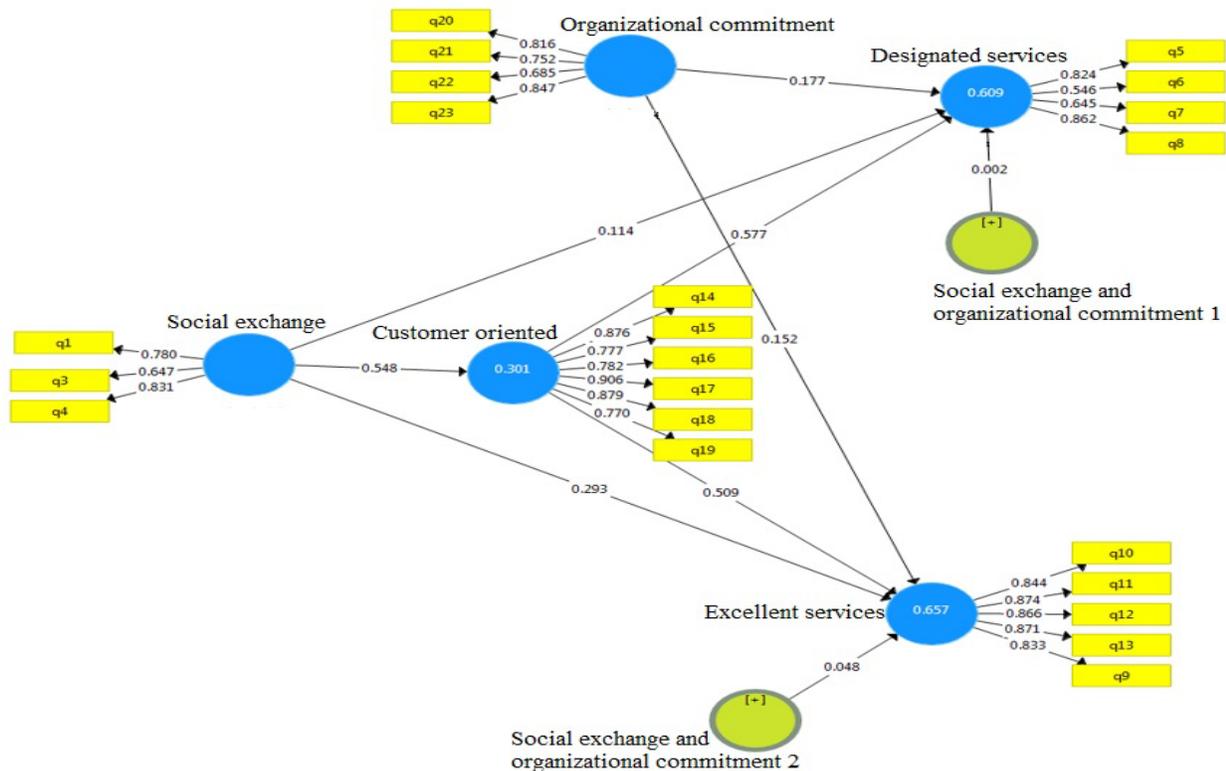


Figure 1: Coefficients of factor loads

Since Cronbach's alpha criterion is a traditional criterion for determining the reliability of structures, the PLS

method uses a more modern criterion than alpha, called composite reliability.

Table 5: Reliability and validity values

Variable	Chronbach's alpha	Rho-A	Composite reliability	AVE
Social exchange	0.735	0.776	0.799	0.573
Organizational commitment	0.738	0.806	0.858	0.604
Designated services	0.712	0.776	0.816	0.534
Excellent services	0.910	0.913	0.933	0.736
Customer oriented	0.911	0.916	0.931	0.695

Divergent validity using Fornell and Larcker method
 Another important criterion that is characterized by divergent validity is the degree of relationship of a structure with its indicators in comparison of the relationship

of that structure with other structures; So that the acceptable divergent validity of a model indicates that a construct in the model interacts more with its indicators than with other constructs.

Table 6: Fornell-Larcker values

Variables	Social exchange	Organizational commitment	Designated services	Excellent services	Customer oriented
Social exchange	0.757				
Organizational commitment	0.591	0.777			
Designated services	0.534	0.630	0.731		
Excellent services	0.642	0.637	0.699	0.858	
Customer oriented	0.548	0.671	0.658	0.758	0.83

According to the values obtained in Table 7, it can be seen that the root values of AVE which are on the main diameter of the matrix are more than the underlying values of each cell, and therefore the validity model has a relatively acceptable variance.

R² is a criterion that is used to connect the measurement part and the structural part of structural equation modeling and it shows the effect that an exogenous variable has on an endogenous variable.

Table 7: Values of determination coefficients

Variables	R ²	R ² adjusted
Designated services	0.609	0.592
Excellent services	0.657	0.643
Customer oriented	0.301	0.294
Mean of R ²	0.522	

The values obtained for R² indicate a strong fit of the structural model.

of t numbers. If the value of this number exceeds 1.96, it indicates the correctness of the relationship between the constructs and as a result, the research hypotheses are confirmed at the confidence level of 0.95%.

The most basic criterion for measuring the relationship between the constructs in the model is the significance

Table 8: The values of the t-statistics test related to the conceptual model of the research

Hypothesis	Factorial loads	Mean	SD	t-value	p-value	Result
1	0.114	0.106	0.104	1.995	0.047	Accepted
2	0.293	0.282	0.094	3.122	0.002	Accepted
3	0.548	0.561	0.075	7.351	0.000	Accepted
4	0.002	0.003	0.059	0.029	0.977	Rejected

5	0.048	0.049	0.037	1.322	0.187	Rejected
6	0.177	0.189	0.088	1.998	0.046	Accepted
7	0.152	0.158	0.086	1.776	0.076	Rejected
8	0.577	0.577	0.081	7.104	0.000	Accepted
9	0.509	0.513	0.083	6.123	0.000	Accepted

As it is clear from the values of t-statistic and p-value in the table, hypotheses related to t-statistic values greater than 1.96 and p-value values smaller than 0.05

are accepted, but for hypotheses with t-statistics smaller than 1.96 and p-values -value greater than 0.05 is statistically rejected.

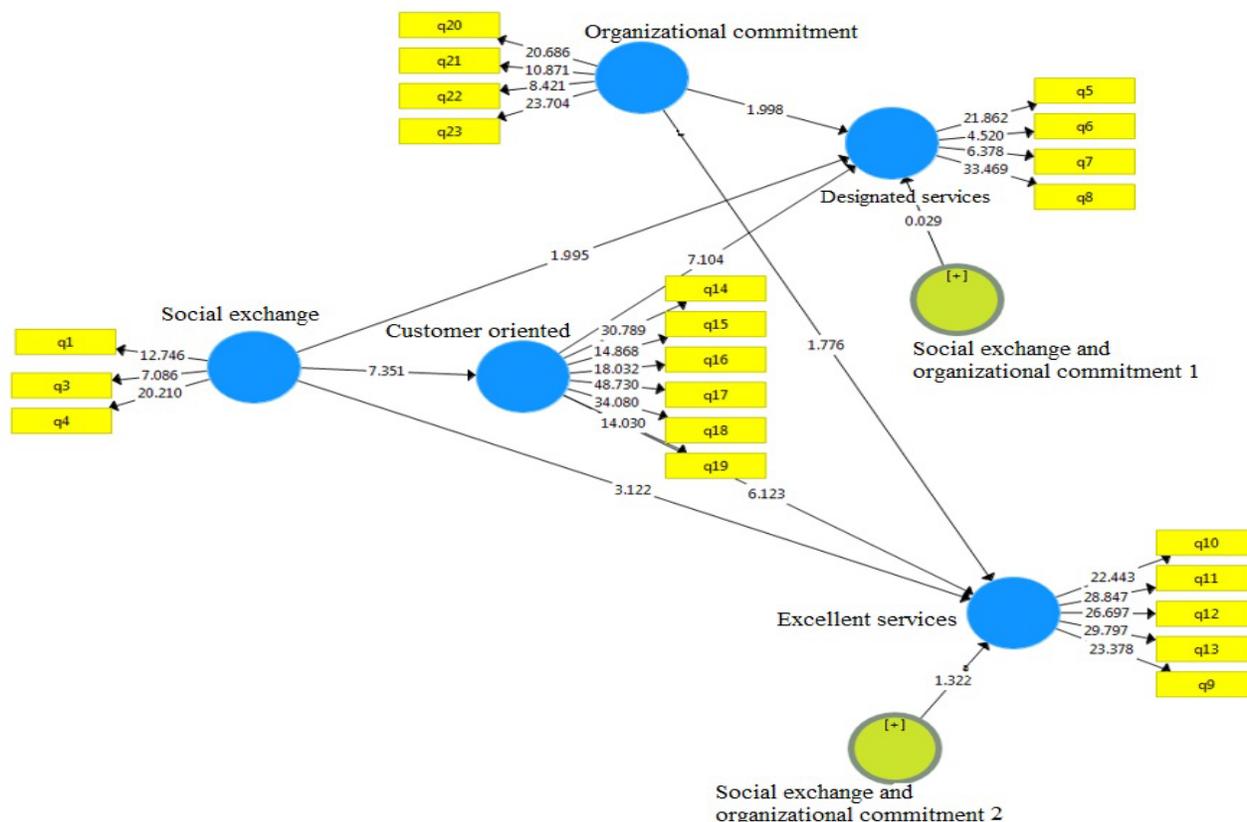


Figure 2: Significant coefficients of the structural model

Discussion

The life of the organization in today's competitive environment depends on customer orientation and attention to the customer. In service organizations, due to the intangibility of services, the manner of service delivery and the behavior of service provider employees play an important role in the customer's evaluation of the service received, so that the customer's satisfaction and commitment depends on his evaluation of the service delivery method. One of the important factors that lead to the strengthening of the strategic role of different units of an organization is the

possibility of quick and timely access to new strategic information from the total of environmental and organizational developments. Due to the privileged feature of direct communication with the environment and its developments, the marketing unit can have this information and thus play its effective role in the strategic planning process of the organization. This research examined the question of whether the social exchange of employees with customers has an effect on the services provided to customers through the mediating role of customer orientation in Mobarake Steel

and whether the work commitment of employees makes this relationship stronger?

According to the findings of this research and among the hypotheses of the research among the employees of the marketing and sales department of Mobarakeh Steel Complex, the social exchange of employees has an effect on customer orientation and the services provided (specified and extraordinary) by employees to customers; Also, customer orientation had an impact on the services provided to customers; Finally, by performing the Sobel test, it was determined that customer orientation plays a mediating role in the relationship between employees' social exchange with customers and the services provided to customers (specified and extraordinary), but organizational commitment has a mediating role in the relationship between employees' social exchange with customers and services provided (specified and extraordinary) did not adjust to the customers. In the following, the assumptions are discussed separately

1st hypothesis: The social exchange of employees has a significant effect on the designated services of employees.

The value of the t statistic for the effect of social exchange of employees on the determined services of employees is equal to 1.995 and the p-value is equal to 0.047, considering that the t statistic is greater than 1.96 and the p-value is smaller than 0.05, so the social exchange of employees on the determined services has a significant effect on the employees. On the other hand, the corresponding factor value is equal to 0.114, which, due to its positive relationship between the two variables of employees' social exchange and employees' designated services, is direct, that is, with the increase of employees' social exchange, the employees' designated services become better. The results of this research are in line with the results of the following research (16,17).

It is explained that if an employee is treated with respect, employees will reciprocate by displaying positive work behaviors. In this regard, previous research has shown that employees reciprocate the fair treatment they receive by engaging in customer-oriented customer-oriented behaviors, such as favorable cus-

tomers service behavior. Also, when employees experience positive social relations with customers, they are prone to perform behaviors beyond their needs.

2nd hypothesis: Social exchange of employees has a significant effect on the extraordinary services of employees.

The value of the t statistic for the effect of social exchange of employees on the extraordinary services of employees is equal to 3.122 and the p-value is equal to 0.002, considering that the t statistic is greater than 1.96 and the p-value is less than 0.05, so the social exchange of employees on the above services Super employees have a significant impact. On the other hand, the corresponding factor value is equal to 0.293, which due to its positive relationship between the two variables of social exchange of employees and extraordinary service of employees is direct, that is, with the increase of social exchange of employees, extraordinary service of employees improves. The results of this research are aligned with the results of the following research (18).

This explains why service marketing researchers have highlighted the importance of these behaviors to elicit positive responses from customers. Collaboration describes the helpful behaviors of customer contact employees with other employees. The present study examines special customer service and extraordinary customer service among three types. The first reason is that this study focuses on the social service behaviors of employees. The second reason is that previous research has shown that this collaboration does not contribute to the perception of customer service quality.

3rd hypothesis: Social exchange of employees has a significant effect on customer orientation.

The value of the t statistic for the effect of social exchange of employees on customer orientation is equal to 7.351 and the p-value is equal to 0.000, considering that the t statistic is greater than 1.96 and the p-value is smaller than 0.05, so the social exchange of employees on customer orientation is significantly It has a significant effect. On the other hand, the corresponding factor value is equal to 0.548, which, due to its positive relationship, the two variables of employees' social exchange and customer orientation are di-

rect, that is, with the increase of employees' social exchange, customer orientation increases. The results of this research are aligned with the results of the following research (14, 15).

It is explained that customer orientation refers to the character or talent of employees to meet customer needs in a work environment. Considering not only the high level of customer interaction but also the intangible nature of services, employee customer orientation is expected to be important for business success in the service industry. For this reason, the concept of customer orientation of employees has been explicitly considered in this text; Customer orientation that is determined by the situation and learned in a specific context. Researchers suggested that it consists of two dimensions: needs and pleasures. The need component describes the employee's belief about his ability to meet the needs of customers. The pleasure component shows that the level of customer service and customer interaction is enjoyable for an employee. These two basic dimensions are considered to understand the ability of employees to serve customers.

4th hypothesis: customer orientation has a significant effect on the designated services of employees.

The value of the t statistic for the effect of customer orientation on the designated services of employees is equal to 7.104 and the p-value is equal to 0.000, considering that the t statistic is greater than 1.96 and the p-value is smaller than 0.05, so customer orientation on the designated services of employees It has a significant effect. On the other hand, the corresponding factorial value is equal to 0.577, which, due to its positive relationship, is a direct relationship between the two variables of customer orientation and the determined services of employees, that is, with the increase of customer orientation, the determined services of employees become better. The results of this research are aligned with the results of the following research (14).

It is explained in this way that the cause and effect relationship between attitudes and behaviors has been implicitly proven in the literature of social psychology. The researchers suggested that a person who evaluates a favorable attitude towards an issue

tends to participate in behaviors that support it. According to this logic, it was presented that the customer orientation of service employees leads them to perform service behaviors that meet customer needs and organizational citizenship behaviors. According to the literature, customer orientation comes from the influence of the situational context and shows stable tendencies to display behaviors within specific contexts. More precisely, customer orientation has a direct impact on actual behaviors in specific contexts.

5th hypothesis: Customer orientation has a significant effect on the excellent service of employees.

The value of the t statistic for the effect of customer orientation on the extraordinary services of employees is 6.123 and the p-value is equal to 0.000, considering that the t statistic is greater than 1.96 and the p-value is smaller than 0.05, so customer orientation is on the extraordinary services of employees. It has a significant effect. On the other hand, the value of the corresponding factor is equal to 0.509, which, due to its positive relationship, the two variables of customer orientation and extraordinary service of employees are direct, that is, with the increase of customer orientation, the extraordinary service of employees becomes better. The results of this research are aligned with the results of the following research (14 and 16). It is explained in this way that the researchers argued that customer orientation can be effective according to the conditions. Several studies have presented not only personality, but also transformational leadership and job performance as an important antecedent of customer orientation. However, there are still important gaps in understanding the factors that motivate employee customer orientation. According to the social exchange theory, people tend to return positive behaviors to the source of treatment, because social exchange creates a sense of gratitude and trust from them. In addition, social support and feedback from others make employees have a positive work attitude. Therefore, when the customer is treated with respect by customers, the employee is more likely to enjoy customer interactions and customer service.

6th hypothesis: social exchange of employees has a significant effect on the determined services of employees due to the moderating role of employee commitment.

The value of the t statistic for the impact of social exchange--commitment of employees on the designated services is equal to 0.029 and the p-value is equal to 0.977, considering that the t statistic is smaller than 1.96 and the p-value is larger than 0.05, so organizational commitment is the relationship of social exchange. The employees with the designated service does not adjust the employees to the customers. The results of this research with the results of the research that examined the performance of human resources management with high commitment as a higher order reflective structure and its effect on the service behavior of employees and showed that trust in management is significantly related to human resources and behavioral commitment. has meaning; does not align (19).

7th hypothesis: The social exchange of employees has a significant effect on the extraordinary services of employees due to the moderating role of employee commitment.

The value of the t statistic for the effect of social exchange -- employee commitment on extraordinary services is equal to 1.322 and the p-value is equal to 0.187, considering that the t statistic is smaller than 1.96 and the p-value is greater than 0.05, so organizational commitment is the relationship of social exchange. The staff does not compromise with the excellent service of the staff to the customers. The results of this research with the results of research (14) that investigated the effect of human resource performance with high commitment in the hospitality industry and showed that human resource performance measures with high commitment through work-related self-efficacy, perceived organizational support and enthusiasm coordinated to work, has a positive effect on the performance of service employees; There is no alignment.

8th hypothesis: The social exchange of employees has a significant effect on the determined services of employees due to the mediating role of customer orientation.

The value of Z statistic of Sobel's test to investigate the mediating role of customer orientation in the relationship between employees' social exchange and the services provided to customers is equal to 5.076 and this value is greater than 1.96, it can be said at the

confidence level of 95% of the effect of customer mediating variable. A circuit is significant in the relationship between the social exchange of employees and the services provided to customers. On the other hand, the intensity of the indirect effect through the mediating variable of customer orientation using the VAF formula was equal to 0.735; Therefore, it can be concluded that 73% of the total effect of customer service is indirectly explained by the mediating variable of customer orientation. The results of this research are aligned with the results of the following research (14 and 15).

It is explained in this way that the professional service behavior of service employees refers to "assistance with behaviors directed at customers and colleagues". Employees' social service behaviors may be directed to customers or colleagues for economic gain. Accordingly, three types of social service behaviors are proposed: predefined customer service, out-of-role customer service, and collaboration. On the other hand, in order to grow and survive in the field of economic competition, companies and organizations must give special importance to customer orientation and increase their relationship with buyers. In the new business trends, obtaining customer satisfaction has been assigned an important and vital place in the company's goals, and senior managers know very well that their success in achieving the company's major goals depends on customer satisfaction. In this way, it is necessary to design and implement a system to attract and retain customers in the organization, a system that can manage the relationship between the organization and customers well. Today, these systems are known as customer relationship management systems that can make the organization more capable in the way of satisfying customers, whose purpose is to empower the organization to provide quality services to customers.

9th hypothesis: The social exchange of employees has a significant effect on the extraordinary services of employees due to the mediating role of customer orientation.

The value of Z statistic of Sobel's test to investigate the mediating role of customer orientation in the relationship between employees' social exchange and excellent service to customers is equal to 4.671 and this

value is greater than 1.96, it can be said at the 95% confidence level of the effect of customer mediating variable A circuit in the relationship between social exchange of employees and extraordinary service to customers is significant. On the other hand, the intensity of the indirect effect through the mediating variable of customer orientation using the VAF formula was equal to 0.488, so it can be concluded that 49% of the total effect of excellent customer service is indirectly explained by the mediating variable of customer orientation. The results of this research are in agreement with research results (13) that investigated the consequences of customer-employee exchange in the workplace based on social exchange theory by investigating the mediating role of customer orientation on employees' positive social service behaviors and showed that the more employees interact with customers have social exchange, are more likely to demonstrate customer service behaviors within and beyond their required role. In addition, customer-employee exchange by increasing the level of customer orientation leads to positive social service behaviors of employees; It is also consistent with the results of the following research (17).

It is explained in this way that customer-oriented employees not only have better job performance, but also show more organizational citizenship behavior. The theory of expansion and construction states that positive emotions encourage a person to find new lines of thought or action.

Conclusion

Therefore, positive interactions with customers can help employees to have confidence and belief in meeting customers' needs through the implementation of new thoughts and actions. Service quality can be used as a strategic tool for success in competitive situations, and medical centers should strive to achieve superior quality. Customer orientation has a significant relationship with the service quality of organizational units and will play an important role in increasing the quality of services, because in order to provide better services, the employees of each organization must acquire knowledge from their interactions with customers and help each other in increasing their

experiences. and increase the performance of the organization.

According to the results, the following research proposals can be stated:

Considering that in the marketing and sales unit of Foulad Mobarake complex, the social exchange of employees with customers has an effect on the services provided to customers, in order to improve the services provided to customers, it is suggested:

To create value for the customer. Customers should always feel that they are getting value for what they pay. The customer is the main pillar of the organization's services, so the way to deal with and interact with customers should be friendly and empathetic.

- Considering that in the marketing and sales unit of Foulad Mobarake complex, the social exchange of employees with customers has an effect on excellent service to customers, in order to improve the services provided to customers, it is suggested: To provide excellent customer service, salespeople should be taught to smile at customers and treat customers the way they expect to be treated, to give customers what they want, and how and when to request a product. They want to keep that in mind.
- Considering that in the marketing and sales unit of Foulad Mobarakeh complex, the social exchange of employees with customers has an effect on customer orientation, in order to improve customer orientation, it is suggested: Managers increase the motivation of their employees by giving rewards to hardworking employees and try to make employees work harder in customer-oriented matters so that they can know customers better. In this way, it has increased the level of customer satisfaction, which in turn improves the service delivery to customers.
- Considering that in the marketing and sales department of Foulad Mobarake, customer orientation has an effect on the services provided to customers, in order to improve the services provided to customers, it is suggested: Through creating a sense of trust, appropriate behavior of employees, creating a friendly atmosphere of employees and managers with customers, providing fast services to customers while being customer oriented and attracting and losing them will increase the number of custom-

ers. It is suggested that managers first accept customer orientation as a principle and then hold training sessions for employees to transfer it as a value. Implementing a customer-centric strategy can lead to attracting more customers, increasing profitability and creating customer loyalty.

- Considering that in the marketing and sales department of Foulad Mubarake, customer orientation has an impact on excellent customer service, in order to improve the services provided to customers, it is suggested: Managers should increase the awareness of employees towards customers and plan for the implementation of these variables such as customer attraction, customer retention, customer satisfaction, brand awareness, product confidence, customer understanding of services and customer satisfaction. It is necessary to put the employees and the way they communicate with customers under the microscope. Obviously, the right tools for this work must be installed and embedded throughout the organization. Each and every report sent from customers should be given importance and appropriate feedback should be sent to them. Obviously, doing this requires the use of special software for recording, classifying and referring reports with the lowest possible error probability.
- Considering that in the marketing and sales unit of Foulad Mobarake complex, the social exchange of employees with customers has an effect on the services provided to customers with the role of a customer-oriented mediator, in order to improve the services provided to customers, it is suggested: Employees who are customer-oriented tend to display social service behaviors to customers. Therefore, it is recommended to create a culture in the organization where employees value customers and encourage customer service to help employees enjoy serving customers and providing them with quality service. Employee recognition and reward programs can be implemented to support culture.
- Considering that in the marketing and sales unit of Foulad Mobarake complex, the social exchange of employees with customers has an effect on excellent service to customers with the role of a customer-oriented mediator, in order to improve the services provided to customers, it is suggested:

Employees should be equipped with sufficient skills to meet customer expectations through regular employee training programs. In addition, employee job responsibilities and job description requirements should be easily understood and described. It helps employees understand not only what organizations expect of them at work, but also what they can do to meet customer needs

References

1. Minbaeva, D., Navrbjerg, S. E., (2016) "The (un)predictable factor: the role of subsidiary social capital in international takeovers", *Journal of Organizational Effectiveness: People and Performance*, Vol. 3 Issue: 2, pp.115-138
2. Strömgren, M., Eriksson, A., Ahlstrom, L., Bergman, D. K., Dellve, L., (2017) "Leadership quality: a factor important for social capital in healthcare organizations", *Journal of Health Organization and Management*, Vol. 31 Issue: 2, pp.175-191
3. Ma, E., Qu, H., (2011). Social exchanges as motivators of hotel employees' organizational citizenship behavior: The proposition and application of a new three-dimensional framework, *International Journal of Hospitality Management*, Volume 30, Issue 3, PP: 680-688.
4. Lam, L. W., Loi, R., Chan, K. W., & Liu, Y. (2016). Voice more and stay longer: How ethical leaders influence employee voice and exit intentions. *Business Ethics Quarterly*, 26(3), 277-300
5. Ramalho Luz, C. M. D., Luiz de Paula, S., & de Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão*, 25(1), 84-101.
6. Lee, J., Ok, Ch., & Hwang J. (2016). An emotional labor perspective on the relationship between customer orientation and job satisfaction. *International Journal of Hospitality Management*, 54:139-150
7. Shahsavarani, A.M., (2018). Social Exchange Theory (SET): A theory of Communication and Interpersonal Interactions within the Society, *The Quarterly Journal of Media Research*, 1(1), pp:51- 50
8. Chow, C.W., Lai, J.Y., Loi, R., (2015). Motivation of travel agents' customer service behavior and organizational citizenship behavior: the role of leader-member exchange and internal marketing orientation. *Tour. Manage.* 48, pp:362–369.
9. Chen, X., Wei, S., Davison, R. M., & Rice, R. E. (2019). How do enterprise social media affordances affect social network ties and job performance? *Information Technology & People*, 33(1), 361-388

10. AbuBakar H. (2020). Leader Member Exchange and Superior-Subordinate Communication Behavior: A Case of a Malaysian Organization. *Malaysian Management Journal*; 8(1): 83-93
11. Basher Rubil, M.R., Newaz Rimib, N., Yuslizac, M.Y., Hung Kee, D.Y., (2018). High commitment human resource management practices and employee service behaviour: Trust in management as mediator, *IIMB Management Review*, pp:316-329
12. Cao, X., Guo, X., Vogel, D. & Zhang, X. (2016), "Exploring the influence of social media on employee work performance", *Internet Research*, 26(2), 529-545
13. Kim, M., Choi, L., Borchgrevink, C. P., Knutson, B., & Cha, J. (2018). Effects of Gen Y hotel employee's voice and team-member exchange on satisfaction and affective commitment between the US and China. *International Journal of Contemporary Hospitality Management*, 30(5), 2230-2248
14. Ocen, E., Francis, K., & Angundaru, G. (2017). The role of training in building employee commitment: the mediating effect of job satisfaction. *European Journal of Training and Development*, 41(9), 742-757
15. Yang, J., Yu, G., Liu, M., Xie, H., & Liu, H. (2018). Distinguishing the impact of cost transparency on cooperation efficiency in exchange partnerships. *International Journal of Production Economics*, 197, pp:27-34
16. Mendoza, L. E., Marius, A., Pérez, M., & Grim, n, A. C. (2007). Critical success factors for a customer relationship management strategy. *Information and Software Technology*, 49, pp:913-945
17. Kilonzo, Evans Mbuti; Ikamari, Lawrence (2015). Impact of Affirmative Action on Quality of Service Delivery in the Public Service Sector of Kenya: A Comparative Case Study of the Ministry of State in the Office of the President and Ministry of Higher Education. *Journal of Education and Practice*. Vol 6. No 3. PP: 113-125