



## Evaluation of the effects of relational management with customers in creating commitment in them by mediating the role of the knowledge and relation values (Occasional study: all the tourists who visit museums and historical places in Kermanshah)

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### ABSTRACT

Nowadays museums and historical places are taken into account as of the attractive places for tourists. In between and besides attracting customers for these centers preserving and customers loyalty are at the high importance. In this practical research, the researcher has attempted to investigate the relationship between the perceived investments with customer's commitment. The population of this research is all museums historical places tourists of Kermanshah, who are known as an unlimited community. The numbers of the samples which are selected by chance are 384 people. The researcher has a standard questionnaire and the obtained permanency which is %81 is distributed in the so-called sample. After collecting the questionnaires, the hypothesis of the research is tested by LISREL and SPSS software. The obtained results of the research's hypothesis, show that generally the perceived relational investment has a positive and meaningful relation with the 3 variations, commitment, knowledge and relationship value. (Knowledge and relation value are known as the mediator variation of the perceived relation investment and commitment .And commitment also has positive and meaningful relation with knowledge and relation with knowledge and relation value.

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### Introduction

Although Iran in the light of attractive tourism is one of the 10 countries in the world and also because of the variety in tourism is one of five countries of the world, unfortunately up to now the first couldn't reach to a deserving place in the international level in this industry (the world tourism department 2004). In the internal level, although a great number of travelers were seen in its different cities during the year there is always a question in people's mind, that whether tourism industry in Iran could use desirably of all the tourists attractions?(Nobakht & Pirooz 2008)

Kermanshah is known as one of the greatest poles of tourism in Iran because of the unique historical places such as, Anahita temple, Tagh Bostan, Herkool statue, Darioush and Mehrdad paintings, Yazdgerd castle, etc. The maximum use of the tourism attractions of this province requires more attention to the services quality that are given to the tourists during their visits, because its prominent effects on the job, lower expenses, and customer's loyalty's profitably were confirmed for the researchers (Seth & colleagues 2005). But for perception of desirable services, each department and institution requires to make a suitable relationship with their customers, that can create some obligation and commitment in them by collecting those necessities. In this research this order measured by the relation management with the pattern of the world's commerce from product – center to customer-center attracts the industries and department's attention. (Miller, 2005)

On the other hand, effective using of tourism's marketing tools for a country or a region is an imperative job, because with it can give the tourists potential information about what the market region can present and encourage them to visit them (Lamir, 2009).

### Literature review

#### Definition of services

Nowadays the concept of service to the customers includes new definitions. Because presenting the services is not devoted only to a small part in a central department. But all the department, from high managers to the ordinary employees are responsible for supplying customer's potential and present to support the custom directly, he can support those employees who serve the customers (Venus & Safaiian, 2005). According to this view, serving the customers includes all the orders that the company does in order to attract the customer's satisfaction and help them for getting the most value of the services which they have purchased. This comprehensive definition entails everything. Whatever that in addition to the core service, is presented and is caused separating it forms competitor's services, is known as serving the customers (Venus & Safaiian, 2005).

One of the active industrial services in the world is the tourism industry. In dictionary, tourism in all the regions to have fun and amusement and also a travel in which the traveller goes to a destination and then returns to his home town (Ebrahimi & Roshandel, 2011). In this way researcher believes that many factors are in relation with tourism industry. Some of these factors are impressive on the tourism industry that among

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them we can indicate to, characteristic factors of tourists (Andrade,2003), economic factors (Ebrahimi & Roshandel,2011), political out puts( Zahedi, 2006), social factors( international tourism department,2004), environmental factors( Alvani & pirozdokht,2006), cultural factors (Papli Yazdi & saghai), and marketing factors (laimer & Juergen , 2009)

#### **Tourism marketing**

Nowadays, firms in addition to collecting strategies for attracting new customers and doing transactions with them are also going to preserve present customers and create a permanent relationship with them. In other word, they understand that losing a customer is more whole purchasing sale a thing and that means losing the whole purchasing, that the customer could do during his life or a period of time, that he was a purchaser of firm's products(Lovelock & Wirtz,2007).

#### **Relational marketing**

One of instruments by which we trying to reach this important subject, is relational marketing in the other word, is all the steps that the firm takes in order to recognize and present better services to their customers (Fontenot & Hyman, 2004). Researcher also define relational marketing a continuous recognition process and creating new values for customers in which mutual profits are considering and these profits during customer's period of age are divided with him (Das,2009).

#### **Conception relationship management whit customer**

In every trade, customers are the most important aspects of a firm's success and customers should be paid attention and should be managed properly. Most of the big firms are investing in relation management that was known as CRM.

The CRM conception has an antiquity as much as marketing itself. Marketing in jobs (whether by chance or by plan) is always based on endeavor for encouraging the customers to repeat their purchasing regularly and repeatedly. Customers can perceive and experience this aspect of CRM (even indirectly) form small shops to great medias(borjynya,2011).

The CRM conception was formally known in 1990. Researchers in academic environment and in business ground share their comments and experiences in the use of CRM joyfully and enthusiastically. In less than one decade CRM becomes a very important subject . Although using this term was not limited to the late 1990, its principles were based on a very longer period. (Shafagh, 2010).Nowadays researchers believe that no part about Marketing is complete without considering the customer relationship management. Some of the researchers usually have used both phrases interchangeably, but there are special differences between the 2 structures (Das, 2009):

- Relational marketing is more strategic naturally, while customer relationship management practically is more technical.
- Customer relation management is generally using the relational marketing by using information technology.
- Relational marketing separated form the presenters relation with old customers, emphasizes on making relations with the entire capitalist.

Relational marketing and relationship management have strong similarities with customers. Both of them has strongly emphasized on the purchaser and seller relations and accepted that these relations are naturally long, and both sides are benefiting. Generally it can be claimed that relation with customers can be considered as an appendix or a subclass of the marketing based on relation (Das, 2009).

Different researchers presented the one its common purposes are preserving customer by creating a commitment in customer by creating a commitment in customer ( capon & Hulbert 2000).

#### **Preserving customer**

In past time most of the firms gave their customers contributions. Customers usually didn't have a shop to replace, or the other salesmen were weak in quality and services or development of the market-places was in a mode that the firms were not concerned about their customer's satisfaction. Maybe the firm has lost 100 customers a week. But by obtaining one of the 1000 customers and by considering the sales, they have known their job satisfactory. Some of the firms by relying on trade theory "whole pit" believe that there isn't always enough customers (siu & colleagues 2013).But Nowadays programs of preserving customers can be a strong tool in CRM artillery . Preserving customers is important for most of the firms because the expenses of obtaining a new customer in fact are more than the expenses of preserving the relation with a present customer (Nowak, 2006).

#### **Commitment**

Commitment is an important idea that during the past years has been interesting for most of the researchers of behavior field and psychology, especially social psychology. (Hussein , 2009; Noori, 2009). According to the conception of commitment in social interchange and organizations, commitment is defined so that, each of the capitalist believes that the continuous relationship with the other partner is very important, and as a result he will use his outmost attempt to preserve that relation ( Morgan & Hunt, 1994). In this way it is emphasized that commitment is as customer's trend to trying In order preserve the relation in long time (Siu & Colleagues, 2013).

Some researchers consider the commitment as one of the necessary conditions for creating a relation, because it can create different positive results such as psychical affection toward a firm (peppers & rogers, 2004; morgan & hunt,1994). so commitment is notified as an important feature in creating and preserving a long-time relation with customers (Andrade,2003; De wulf & Colleagues ,2001).

In one hand, although the customers, because of their own interests, preserve a long-time relation with a service presenter (Siu & Colleagues, 2013). But when they feel that the presenters in long time add just a little to the services, their satisfaction decrease (Miller ,2005).These findings cause that researchers present( the customer's value) theory as the complementary theory of corresponding behavior in explaining the behavior between relational investment and commitment. In other words the products quality has to be construe into a value that is perceived for customers (zeithaml,1988).

#### **Perceived value form the customer**

Recently the role of satisfaction in the area of marketing researches is under question. The researchers about the relationship of high satisfaction with decreasing benefit.

Criticizers have ratiocinated that the classical function of customer's satisfaction, the grade of a firm form the customer's sentiment is clear, but potential customers (those who are not customer yet) have not come. Furthermore customer's perception of price or expense should be taken in to account particularly. By the way, measuring the customer's satisfaction have been criticized as a simple technical level, is limited to presenting product, refining mistakes and improving products and services.

According to these reasons, Grass (1997) selected value structure for replacing satisfaction structure as a better anticipation of variables results in business markets. Grass anticipation of variable results in business markets has misleading conceptions that was extracted from consumption markets. (Miller, 2005)

#### **Knowledge and relation value**

About visiting museums and historical place, one of the main purposes of visitors is developing art perception level, or obtaining special kinds of knowledge. That in idiom's dictionary of Zeithaml it is called, profit (knowledge value). Furthermore value can be an accepting products or services that eliminate a collection of demands (Butz & Goodstein, 1996). Visiting the museums and historical places can improve a collection of common purposes between these places and customers that help customers create sentimental relation with places (Relational value). This causes creating knowledge value and relation value for customer's, and following that improves their positive commitment level to the organization (Siu & Colleagues, 2013).

#### **Relational perception of investment**

With due attention to relational perception of investment depends on customer's understanding of a service presenter about the devoting level of references, attempt and attention to development, preserve and support the relation with customers (De wulf & Colleagues, 2001). Thus, nowadays the researchers believe that relational marketing techniques affect the results of the commitments (Chan & Colleagues, 2010). In this research these techniques in the shape of classical relation techniques and privileges of new services has been considered. Whatever that is the attention as a relational traditional technique includes:

- Tools of first level (tangible rewards): tangible rewards indicate the tangible advantages, like pricing or the motives of presented rewards by organization to customer's (Metcalf & Colleagues, 1992).
- Tools of second level (access to information): accessing to information indicates the ease of obtaining information, available or sufficient information in an organization. Also relational information increases the detection of anticipated behavior from the other side and also improve the confidence, being special and nearness of two parties (Smith & Barclay, 1997).
- Tools of third level (Interactive communication) interactive communication is described as a range that customer feels that the seller steps on in a warm and personal interaction with the customer (Metcalf & Colleagues, 1992).

Also what has been considered as a new development of services includes:

- Services novelty: services novelty is defined as a degree that an organization while utilizing the information tries to expand the output service that is novel for industry and challenges the present standards (Rindfleisch & Moorman, 2001). In other word service's novelty indicates some of the unique differences with competitor's creativity and development of creative ideas and their appearance are considered main elements of innovative strategy. Innovative strategies often includes innovative and creativity in new services or how much these services challenges the present services and also presenting new ideas (Rindfleisch & Moorman, 2001).

- Being meaningful : meaning fullness of services indicates that new services are how much helpful and suitable from the customers point of view.

#### **The research model**

Considering what has been said about the relations between the variations, the researcher in this research is trying to follow the conception model of this research that was gained from Siu's model (2013) is considered in tourists of historical places of Kermanshah.

The relation between the techniques of relational marketing and commitment of one of the parts of this model that is considered and confirmed in De wulf and his colleague's (2001) research Siu and his colleagues (2013) has also shown that when customers develop a relationship with a service presenter, the perceiver high confidence is social and special profits.

In such a relation, the recent researches show that several variations may affect the degree that customers perceive the relational value of activities. Especially researches show that people perceive more profits than the service presenters that need a higher level of customer's interaction contrary services with adjustment to lower levels of customer-presenter interaction (Siu & Colleagues, 2013). These issues cause creating knowledge value and relational value for customers and following that the positive level of their commitment to organization promotes (De wulf & Colleagues, 2001). Thus in this research the 2 variations knowledge and relational value are studied as mediator variations that may affect between two original variations of research.

Also the previous study shows that presenting tangible rewards is an effective tool in relation management with customer (Sharp, 1997). Access to the information shows the ease of obtaining information and also being available as sufficient information in a department (Smith & Barclay, 1997). Such communicational information increases the detection of anticipated behavior of other groups, and also improves the confidence feeling, specialty and nearness of the parties (Siu & Colleagues, 2013).

Studying the propagandistic agencies show that when customer's feel that the organizations don't use energy for producing creative ideas, they may cut their relationship with those agencies. (De wulf & colleagues, 2007). therefore in addition to traditional agreements, the new agreement system improves the customer's perception of relational investment of presenters with receipt of signs of more commitments and attempt and honesty of service presenters in relational structure (Siu & colleagues, 2013). Siu and colleagues (2013) suggested that meaningful presentation of new services can work as a techniques in order to create more effective relation that facilitate perception of investment in relation to the visitors of museums. Furthermore in this research it is studying the potential effecting of special values (such as, relational knowledge and value) on the commitments.

#### **Background**

Although the search about the subject of this research-whether in or out-is very limited but about different parts of this research some attempts were done that the most important results of the mentioned research is:

The results of Ferydonifar and Abdoli (2006) researches indicated that variables of the lost values with variable of relation management's function with customer based on customer's behavior has a reverse relation while such a relation

was not observed with customer's satisfaction and customer's loyalty.

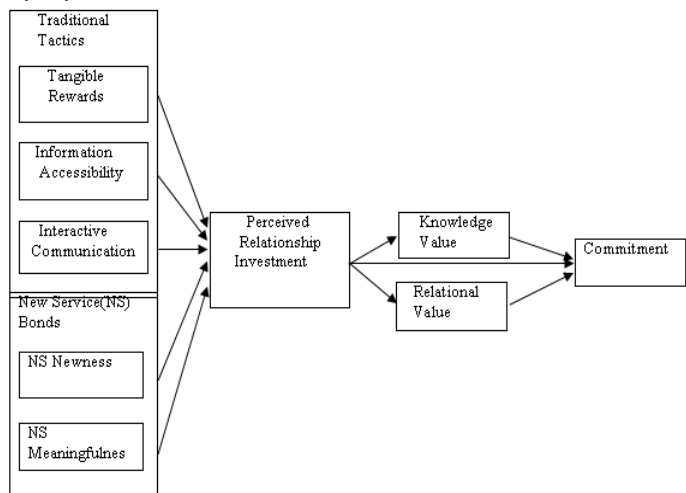


Fig. 1. Conceptual model (Siu, Zhang, Dong, Kwan, 2013)

Also, sentimental value and social value have a direct relation with relation managements function with customer. The results of Borjnia's research (2011) also show that there is a meaningful and positive relationship between the management of relation with customer and services quality. Among the qualities aspects of services guarantee's and sympathy's aspects have stronger correlation with the elements of relation management with the customer. The results of Shafagh searches (2010) show that there is positive and meaningful relationship between organizing and technical performing of CRM and also increasing operation of CRM in attracting and preserving customers. Supporting the employees in this ground is very effective. The results of Mazaheri's(2006) researches show that increasing the perceived damages and injuries of purchasing a product doesn't cause decreasing loyalty or dissatisfaction, rather it can arise of product's quality and perceived quality of presented services by the mentioned firm. The social values don't have any direct and negative of relation management operation with customer based on behavior, satisfaction and customer's loyalty. The sentimental value although doesn't have any direct and positive relation with the relation management operation with customer based on behavior, it has direct and positive effects on the customer's satisfaction.

In foreign researches also some researches have been done in this case. That the most important of them were the Siu and his colleagues(2013) results of the researches in which it becomes clear that techniques of traditional relationship and new service affects the perception of investment that new services have more effects on the perception of relational investment. Knowledge and relational mechanisms of value also play role as mediator variable in relation between perception of relation investment and customer's commitment. Also the results of Yonggui and colleagues(2004) searches show that presentation of superior values for customer can bring tangible and intangible advantages for the firms which arises form behaviors.

Bhatnagar(2012) also shows that although in past traditional relation management with customer focused more on presenting the low prices and decreasing services prices, the results of this research show that nowadays new services is given to this commitments such as novelty of new and meaningful services and new service is an important element in the customer's point of view in attracting and preserving and

commitment of the customer. Srinivasan & moorman (2005) also in their searches show that customer's provided that perceive knowledge values (enough information about the products) they find out more commitment to retailers.

**Research hypothesis**

**H1.** There is a meaningful relationship between perceived investment and tourist's commitment of Kermanshah's historical place.

**H2.** There is a meaningful relationship between knowledge value and relational perceived investments of tourists of Kermanshah's historical places.

**H3.** There is a meaningful relationship between relational value and relational perceived investment of tourists of Kermanshah's historical places.

**H4.** There is a meaningful relationship between knowledge value and tourist's commitment of Kermanshah's historical places.

**H5.** there is a meaningful relationship between relational value and tourist's commitment of Kermanshah's historical places.

**H6.** Relational value has a mediator role on the relation between relational perceived investment and tourist's commitment of Kermanshah's historical places.

**H7.** Knowledge value has a mediator role on the relation between relational perceived investment and tourist's commitment of Kermanshah's historical places.

**Research method**

This is a quantitative research that purposely is a practical and developmental one and strategically is measurable and correlational research. Furthermore method of collecting information in this research for deliberating the hypothesis was collected by circular method questionnaires that was distributed among tourists of the museums and historical places of Kermanshah and its theoretical basis with the help of bibliography method and by using the documents, evidences, articles and books was collected and studied.

**Research Population and sample**

Population of this research is all the tourists of museums and historical places of Kermanshah that is known as an infinite community. By the unlimited formula of Kokran and was cleared that the sample volume was 38 people. The researcher for distributing these number of questionnaire first by occasional cluster sampling he selected 4 areas of tourism places (Tagh Bostan, Bistoon inscription, Anahita temple and meaven almolk) and occasionally he distributed 120 questionnaires among the tourists of these 4 areas that totally it was collected 395 questionnaires.

Formula. 1

$$n = \frac{(Z_{\alpha})^2 \times p q}{d^2}$$

In this relation  $Z_{\alpha} = 1.96$  is form the standard normal

distribution table and due attention to assurance coefficient is %95. Researcher also in this formula considers **p** and **q** as %5 that instead of accuracy estimate (**d**) which is equal %5, the sample amount will be equal to 384 people.

**Preparation and analysis Method of questionnaire**

In this search, researcher used a standard questionnaire that before this in different researches such as Imen siu and colleagues (2013) have used. Questionnaire's scale of pantry Likerts and include 36 questions that is collected in 2 parts, general question( 5 questions), and specialized questions( 31 questions).

**Table 1. Questionnaires reliability, analysis of each variation**

Cronbach alpha	Reliability	Cronbach alpha	Reliability
%76	observable rewards	%72	Relational investment
%74	Access to information	%75	Knowledge value
%80	Direct relation	%85	Relational value
%70	Novelty of new services	%88	Commitment
reliability of whole questionnaire		%81	

**Table 2. Frequency of research sample each variable separately**

Variables	grouping	Frequency	Frequency Percentage
Age	Above 40 years	220	%56
	Below 40 years	175	%44
gender	Male	208	%53
	female	187	%47
Degree	Diploma and lower	118	%30
	Diploma	72	%18
	BA Bachelor	181	%45
	MA-PHD	24	%6
Source	Tourist from near places	306	%77
	Tourist from near places	89	%23

**Table 3. Comparisons of fitting index model with allowed rate**

Fitting result	Model 1	Allowed rate	Index
good	%98	Above %9	GFI
good	%96	Above%9	AGFI
good	%10	Closer to zero	RMR
good	%98	Closer to zero	SRMR
good	%97	Above%9	NFI
good	%99	Above%9	IFI
lower than threshold	%00	%1 < P < %5	P

**Table 4. Result of testing hypothesis**

	Standard coefficient	Meaningfully coefficient	Result
Relational invest men → commitment	%86	11.56	Reject H0
Relational invest men → knowledge value	%79	12.31	Reject H0
Relational invest men → relational value	%74	12.28	Reject H0
Knowledge value → commitment	%64	5.24	Reject H0
Relational value → commitment	%53	4.03	Reject H0

### Reliability and validity of questionnaire

The purpose of Justifiability is that the measurement tool could measure the particular feature (khaki,2003). The writers for causing to understand the justifiability of tests use different terms. That one of them is content justifiability (formal justifiability). The formal Justifiability indicates that how the tests questions are apparently similar to the subject that was prepared for measuring and whereas the formal justifiability is special type of content justifiability it has used the same method that was used for determining the content justifiability. form expert's points of view it is also useable for formal justifiability (Danaiifar and colleagues ,2010).

In this search in order to study the justifiability of questionnaire is used the formal justifiability, in a way that questionnaire was given to 8 masters such as guide professor and was asked their opinion about each question and question's power in order to evaluating the related purpose and with their opinions slight refinements formed in questionnaire and finally justifiability of questionnaire was confirmed by them.

Also whereas in this research it was used the structural equations, Thus by the executive analysis it can be calculated the justifiability factor of each variation, that with due attention to the higher aspects of meaningful ness coefficient of 1.96 and also higher standard coefficient of %5 can claim that the questions were studying all aspects of the research.

About the stability of the research, it was used Cronbach alpha coefficient that often indicates the obtained accuracy result(momani & gheumi, 2010) as a measurement tool, Cronbach's alpha coefficients used. This job occurred in the first 30 distributed questionnaires, its results can be seen in following table

As it was seen all the questions of the questionnaire enjoy reliability above %70 that indicates reliability 's degree and high reliability of questionnaire.

### Descriptive statistics of research

As it was said there are 5 questions as general question of the research in the questionnaires that responders answered all the questions completely except the income question. Thus the researcher eliminated the income question and for other 4 variations of the research separately from each group it was shown Frequency and Frequency P.

According to table 2 it was cleared that the majority of sample of this research are above 40 years of age (%56) sexually are male (%53) of education are bachelor (%45) and originally three people are from the Kermanshah's tourists or its neighboring provinces (%77).

**Structural model and testing its hypothesis**

Structural equations model are comprehensive statistical approach for testing the hypothesis about the relations between observed variations and latent variations by this approach we can test the credibility of theoretical models in special communities and experimental. One of the strongest and most suitable of analysis methods in behavioral and social sciences is analysis of multivariate because the nature of such topics are multivariate and we can't solve them by two variable method (that each time a dependant variable is considered with an independent one) (kalantari, 2009).

According to collected data from the sample of fitting results it is explained the following structural model:

Based on a finger-tip law the default model (that is fitting) is good when the calculated coefficients of above table are in allowing able range. If the calculated coefficients are out of allow able range it means that the index was fitted weakly. The conditions of structural models of the indexes 1 and 2 was shown in the above table. The comparison of calculated column of coefficients with the column allowable range shows that the P index in both models at lower than threshold is acceptable and other indexes have good fitting . Now with assurance of models fitting and by analyzing that is observable in figure 2 and table 4.

perceived relational investment and commitment is confirmed.

Also, according to the fact that perceived relational investment has a positive, direct and meaningful effect t on the relational value (hypothesis 3). and relational value itself has a positive , direct and meaningful effect on the commitment (hypothesis 5). thus , he hypothesis in which relational value is a mediator also in the relation between perceived relational investment and commitment is confirmed.

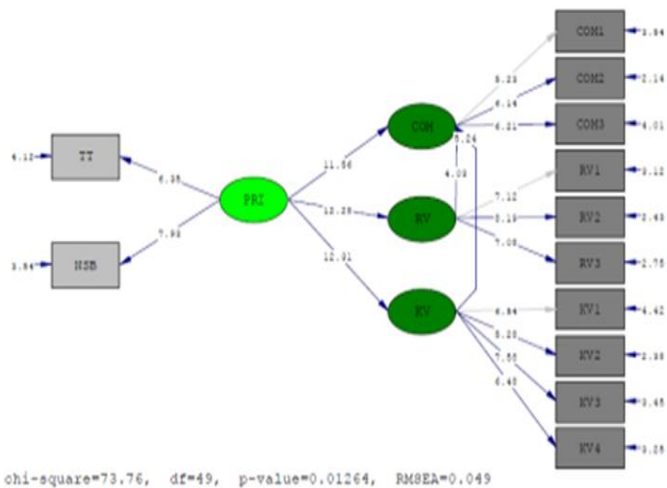
**Conclusion**

As it was expressed at the end of the result of each hypothesis, the results of this research have some meaningful similarities and differences with the results of the some researches. About the relationship between the perceived relational investment and commitment in tourists of Kermanshah's historical places that in this research obtained a meaningful and positive relationship, The results of this research was agrees with founding of Siu and colleagues (2013), Shafagh (1389) and was different with the results of Ferydonfar and Abdoli(2006) and mazaheri (2006). The important point in similar founding with this research is that the results of both research obtained in services parts (museums and banks) while the opposite results with this research was about goods (machines and cooler). About the second and third hypothesis of this research that was analyzing the relationship between perceived relational investment and knowledge and relational value, of Yonggui (2004) and Siu and colleagues(2013). While in researches that was about goods, basically the social, practical and sentimental values were analyzed. The fourth and fifth hypothesis of the research that orderly studied the relation between knowledge and relational value and commitment was similar with the srinivasan and Moorman(2005), Siu and colleagues(2013)and Asadi (2012)that shows that generally in the passages of this section there is a meaningful and positive relationship between values and commitment.

**Suggestions**

- As the knowledge value can play vole as a mediator variable in the relation between perceived relational investment and tourists commitment, thus it is suggested that give the tourists more historical and cultural information of historical and cultural places of province so this can be done by traditional tools such as printing pamphlets, booklet,... an also as the modern technology such as guide programs with supporting of the cell phones.
- As the relational value can play a role as a mediator variable in the relation between perceived relational investment and commitment, thus periodical trainings to the relevant employees in order to create constructive interactions can be helpful in increasing the relation between 2 mentioned variables.
- As most of the tourists are form the neighbor provinces of Kermanshah who travel to Kermanshah to see the historical places and also unsuitable place of this province among the favorite provinces in tourism field, It is suggested to the official of tourism's office that by propaganda on the internet and other provinces introduce the present beauties and facilities in province for reception of tourists and provide the necessary backgrounds such as increasing hotels, buses and quality of paths among the cities.

The researcher also recommends the next researchers since in this research it is studying the mediator role of knowledge values and relational values in the relation between perceived relational investment and commitment or tourists. Also instead



**Fig 2. Main hypotheses research in model meaningfulness coefficient meaningfulness**

According to results of above table and comparison of meaningfulness coefficient and standard coefficient it can claimed that the hypothesis by at least allowable amount (%5 for standard coefficient and 1.96 for meaningfulness coefficient) with %95 assurance the 5 hypothesis is rejected and it is confirmed that there is a meaningful and positive relation also about the last 2 hypothesis in which the mediator role of knowledge and relational value in perceived relational invest went and commitment was analyzed and it becomes clear that according to perceived relational investment on the knowledge (Hypothesis 2) . And the knowledge value itself has a positive, direct, and meaningful effect on the commitment. (hypothesis 4). thus , the hypothesis that knowledge value is a mediator in the relation between

of commitment variable as a dependent variable study the other variables such as satisfaction, loyalty and face propagandas.

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