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The Impact of Reliable Leadership and Job crafting on Customer Orientation and Service Recovery Performance; Case Study of Sepah Bank of Khuzestan

Sayyed Mahmoud Mirahmadi[a*], Sadegh Tousizadeh[b], Hassan Rashidi[c]
[a]. *Management Department, Payame-Noor University of Shahrekord, Shahrekord, Iran*
[b]. *MA of Public Administration, Islamic Azad University, Boroujerd, Iran*
[c]. *Management Department, Payame-Noor University of Ilam, Ilam, Iran*

Abstract

The purpose of this study was to investigate the effect of reliable leadership and Job crafting on customer orientation and service recovery performance in Sepah Bank in Khuzestan province. The present research is practical in terms of purpose and is descriptive survey research in terms of research method. Research data using a standard integrated questionnaire to measure reliable leadership variable with 16 items of standard questionnaire of Walumbwa et al. (2008), to measure customer-oriented performance variable with 7 items of Dimitriades standard questionnaire (2007) to measure performance variable Service retrieval with 5 items of the standard questionnaire of Babakos et al. (2003) and to measure the variable of Job crafting with 21 items of the standard questionnaire of Thames et al. (2012) were collected in the form of Likert scale. The statistical population of the study was 605 employees of Sepah Bank in Khuzestan province, which according to Cochran's formula, 235 people randomly formed the volume of the research sample. Cronbach's alpha of the numerical value of this coefficient for the standard questionnaire was generally 0.835. SPSS and AMOS statistical software were used for an inferential analysis of research data. The results showed that, given that the critical ratio is equal to 4.486, which is more than 1.96, reliable leadership has a positive effect on customer orientation; also, given that the critical ratio is 2.646, we conclude that reliable leadership has a positive effect on service recovery performance; given that the critical ratio is 6.158, Job crafting has a positive effect on customer orientation, and given that the critical ratio is 7.427, we conclude that Job crafting has a positive effect on service recovery performance. The results showed a positive and significant effect of reliable leadership and Job crafting on customer orientation and service recovery performance in Sepah Bank in Khuzestan province. Considering that the issue of the effect of reliable leadership on job rotation and customer orientation in terms of job recovery performance has not been studied in Sepah Bank, research in this field has been innovative and has led to suggestions in this area.

Keywords: Reliable Leadership, Career Transformation, Customer Orientation, Service Recovery Performance

1. Introduction

In today's rapidly and sensitively changing world, the element of trust is one of the most important conditions for the success of leaders and organizations, because one of the factors that determine has a strong relationship with the quality, attitude, motivation and, performance of employees is that the employees have trust toward the leader of the organization and is reliable from their point of view (Sadeghi et al., 2013: 129). To

* Corresponding author.
E-mail address: mirahmadi145@gmail.com (S.M. Mirahmadi)
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achieve organizational goals in today's competitive environment, the relationship between managers and employees should be in a way that subordinates can easily and without worries, express their useful ideas and opinions to improve the organization's output (Hams, 2012) One of the leadership styles in which the leader and his followers achieve self-awareness and open, transparent, friendly and trusting relationships are established between them, is trustworthy leadership (Ghanbari et al., 2015: 865). Employees have the right to work in an organization that pays attention to them, where they are better understood and respected, and feel that they have mutual trust, honesty, integrity and that they are part of the organization. The leader who creates such an environment with these characteristics is certainly the leader who must reflect all his behavior, ethics and, trustworthiness and be faithful to moral values and follow the moral laws that state the truth, strive for Doing the best and, being honest at all times (Sadeghi et al., 2013: 121). According to Mc Mamus, if leaders 'credibility is questioned, all leaders' attempts to influence employees to achieve organizational goals will fail. Therefore, it is clear that the leaders of the organization to achieve their goals must be reliable in terms of employees (Sadeghi et al., 2013: 121). In this regard, the existing literature in the field of strategic human resource management in recent years has focused more on high-performance systems and has considered the special role of human resource management as the most important strategic resources within the organization in terms of efficiency and effectiveness of the organization. (Feyz et al., 2017: 194). Service recovery can be explained as a situation in which mistakes and defects in service delivery are changed to a favorable situation by taking appropriate measures. Proper performance of service recovery operations creates an opportunity for organizations to rebuild customer trust, reduce potential losses and increase customer loyalty (Mansouri et al., 2017: 49). It is noteworthy that an employee's job motivation increases when there is a combination of high job demands and resources, and a combination of the two creates a challenging and manageable work environment for the employee. It should be noted that the relationship between Job crafting and job motivation is a most likely dynamic relationship. (Baharloo et al., 2013: 53)

Providing services in a dynamic and full of competition environment is facing various management challenges and the only way to stay and progress in the market with this style is to have capable and reliable managers and leaders and on the other hand provide the necessary organizational and administrative conditions to motivate and customer orientation in order to be more successful in various organizational areas and highly competitive areas of the market, so perhaps large companies and organizations that due to lack of attention to issues of leadership, customer orientation, service recovery performance and Job crafting have faced with many problems in their work process and even led to bankruptcy and exit from the process of competition of these companies, economic enterprises and even organizations, which in this regard in this study to review the cases mentioned in Sepah Bank, which it has started operating since 1925, as the first bank in the country in its time of about 95 years, has faced ups and downs that undoubtedly paying attention to some managerial issues can improve the current trend of the bank. Although Sepah Bank is one of the first banks in Iran, but lack of attention or lack of attention to the variables of this research, reliable leadership, job rotation, customer orientation and service recovery performance cause a decline in backwardness and backwardness from other banks. In the private and public spheres, Therefore, this study is intended to investigate the effect of variables on leadership, customer orientation, service recovery performance and, Job crafting.

2. Literature Review

2-1. Reliable leadership

Because influence is defined as the essence of leadership, leaders must have a positive social influence among employees to lead organizations effectively and usefully. In today's rapid and sensitive changes, the factor of trust is one of the most important conditions for the success of leaders and organizations, because is one of the determining factors that have a strong relationship with the quality and type of attitudes, motivations and, a performance of employees is the level of trust in employees and finding him/her reliable from their point of view. A Leadership style and behavioral characteristics of a leader can have dual effects on employees' attitudes, motivations and, job performance so that the proper performance and positive characteristics of a leader such as justice, ethics and, employee support, have positive and constructive effects on the employees and in contrast to the negative characteristics of a leader, such as injustice and lack of ethics and, disregard for the demands of

employees can also have negative and destructive effects on the attitude and performance of employees. (Sadeghi et al., 2015)

The Theory of Trusted Leadership was first developed in 2004 by the Gallup Institute for Polling and Opinion Research at the University of Nebraska-Lincoln. The main difference between this theory and other recent theories in the field of leadership is that the theory of leadership is more general and comprehensive. Trusted leadership theory focuses on the self-control (self-regulation) and self-awareness of the leader and followers, the positive capital of psychology, and the role of a positive organizational moderator. Trusted leadership is not necessarily transformational; for example, he does not seek to turn followers into leaders. Trusted leadership in most cases conveys its intentions to others through action, not words and, in the form of principles, values and, ethics; therefore, it can be said that the result of the efforts of Western and Eastern thinkers to date has led to a reliable theory of leadership. This theory has made every effort to eliminate the shortcomings of the theories of previous periods. Therefore, leadership theory can be considered as the most comprehensive and complete theory that has been proposed (Ali-Nejad et al., 2015).

Trusted leaders are people who know themselves and how they think and behave. They have a value-ethical insight and know the knowledge and abilities of others and the context in which they operate. Leaders are trustworthy, confident, hopeful, optimistic and flexible, and have a moral character. Walumbwa et al. (2008) identified four elements to describe trusted leadership:

- Self-awareness refers to behaviors that indicate that leaders are aware of personal needs, preferences, motivations, and wants.
- Balanced processing refers to the behavior of leaders who try to analyze relevant data before making a decision.
- Relational transparency: refers to the trustworthiness of leaders, their real feelings and thoughts about subordinates.
- The Internalized moral perspective refers to the self-regulation of the leader, which is guided through internal moral standards and values, the results of behaviors and decisions related to these internalized values (Ali-Nejad et al., 2015: 10).

Reliable leadership describes a leader's relationship with others in the workplace and a way of influencing. One of the key characteristics of credible leadership is that it challenges traditional views of leadership as a top-down process, where followers align with it and influence the leader's vision. Instead of traditions, credible leadership on the concepts of empowerment, and in particular, suggests that leaders may have effects over others. Permission to substitute "facts" is crucial because doing so helps trusted leaders build insight into what is seen in an organization (and a sense of shared identity). Thus, this dynamic process of influence challenges traditional strategic ideas of alignment where followers and leaders have been forced to implement strategic goals of human resource management or higher (Gill et al., 2018).

2-2. Customer Orientation

In the last 20 years, many slogans have been mentioned by companies about the importance of the customer and meeting customer requests. Today, companies emphasize the importance of the customer role. The customer comes to us to meet their demands and we must do the right thing for both parties. Customer satisfaction is defined as the degree to which a company's actual performance meets customer demands. According to Kotler, if the company's performance meets customer expectations, the customer will feel satisfied and otherwise feel dissatisfied (Ebrahimi-Nejad et al., 2012). Porter states that competitive advantage is when one organization at a time surpasses other competitors in retaining customers and consolidating its position in the market. Customer satisfaction is the general attitude of the customer towards the provider of a service or product. When customers are satisfied, they are more likely to come back to the organization, and when they are dissatisfied, they will certainly find another organization to get the goods and services. Since customer satisfaction is strongly influenced by the interaction between customers and staff, it is important to study the behavior of employees with the customer. (Mohammad-Esmaili, 2018).

2-3. Service recovery function

In the service marketing literature, service retrieval performance is a strategic issue. According to Wilson, service recovery performance includes "the actions of companies and service providers in responding to shortcomings in the provision of services", as well as the service recovery function can be referred to as "actions were taken after errors in the provision of services to restore loyalty and customer satisfaction is defined by employees who are directly responsible for responding to customer complaints" (Mansouri et al., 2017). Service recovery performance refers to employees taking steps to restore customer satisfaction by fixing a defect in a meeting service that has been provided (Lou, 2019). However, providing excellent service is the most important element of hospitality, the nature of the job of meeting guests requires hospitality staff to be optimistic, positive and, enthusiastic. Such social and individual skills (staff) are expected to learn (Qiu, 2019).

2-4. Job crafting

Recently, a new perspective has been expressed by Wrzesniewski & Dutton entitled Job crafting, which emphasizes the active influence of employees in the design of their jobs. In this case, employees have a significant impact on the development or adaptation of the scope of tasks and the communication environment of their jobs. In general, Job crafting refers to the process by which employees change the number, type, and scope of tasks and relationships in their job to suit their interests, desires, and abilities. Wrzesniewski & Dutton (2001) believe that employees do not do their work based on a passive reaction to traditional job design or social cues from their co-workers, but on their decisions about how they do their work. (Nami et al., 2014). Job crafting has three basic environments. In the first area, which is referred to as changing job boundaries, the individual changes the content, number, and scope of his or her job assignments. The second area, called changing relational boundaries, indicates that the employee changes the type of interactions and communication when performing the assigned tasks. The third area is the area of changing cognitive task boundaries, which indicates a change in a person's view of his job. (Nami et al., 2015).

3. Research background

Table 1. summary of studying the research background

Scholars	Year	Subject	Result
Neda Mohammad Esmaili	2018	One main issue for managers is the development of customer-oriented behaviors	The main factor in shaping behaviors in any organization is organizational culture, so the development of customer-oriented culture is the background for the emergence of customer-oriented behaviors and institutionalization of these behaviors in the organization. Quantitative results showed that in all three companies, the lowest score was obtained after listening and the highest score after partnership. In the qualitative section, four mechanisms (human resources, education, communication and, extension) were identified.
Davood Feyz and Behnam Golshahi	2017	Has identified the human resources of networking resources of effective managers in the development of company performance by analyzing the role of strategic flexibility of environmental conditions and under exploratory-explanatory study	Based on the analysis of the results of modeling the results of networking human resources principles, its effect on strategic flexibility and firm performance was confirmed. Other findings showed that applying these principles in companies with environmental turbulence indirectly and by increasing flexibility, affects performance in strategies while focusing on these principles in environmentally stable companies improves performance directly and with a commitment to existing strategies. Comparison of results between companies confirms the mentality of the moderating role of environmental conditions in the research model
Fereshteh Mansouri et al	2016	The effect of having high levels of performance in retrieving services on positive oral advertising	The statistical population consists of tourists in Shiraz who stay in one of the 5-star hotels in Shiraz and during research has been available and according to data collected from customers, high levels of performance in retrieving services affect the verbal advertising of tourists.

Scholars	Year	Subject	Result
		by tourists	
Farajollah Rahimi et al.	2016	The effect of commitment-based human resource management measures on human resource flexibility and competitive advantage with themoderating role of environmental dynamics has been investigated	The results showed that commitment-based human resource management measures affect human competitiveness through human resource flexibility. However, the role of moderating environmental dynamics in the relationship between human resource flexibility and competitive advantage in manufacturing companies was not confirmed.
Mohsen Ali Nejad et al.	2015	The field of trusted leadership and organizational commitment of employees with the mediation of variable organizational justice has been done	The results of data analysis show that trusted leadership has a direct and significant effect on teachers 'organizational commitment and organizational justice has a direct and significant effect on teachers' organizational commitment; trusted leadership also has a significant effect on teachers' organizational commitment indirectly through organizational justice.
Sirus Ghanbari et al.	2015	The relationship between reliable leadership and organizational voice is investigated	Data analysis showed that there is a positive and significant correlation between reliable leadership and its dimensions with organizational voice and its dimensions. Among the dimensions of reliable leadership, except for the self-awareness dimension, other dimensions play a significant role in predicting the organizational voice of employees. Based on the results, there is a significant difference between the organizational voice of employees in terms of gender variables and service history. These results show that managers can emphasize ethical perspective, communication transparency and, balanced information processing and provide conditions for expressing ideas and benefiting from the capacities of employees.
Abdolzahra Naami and Fazlollah Shenavar	2015	Was on determining the role of job motivation, job control, innovative behaviors and, transformational leadership in predicting Job crafting	The results showed that there is a positive and significant relationship between job motivation, job control, innovative behaviors and, transformational leadership with Job crafting. In addition, the results of regression analysis showed that among the predictor variables, job motivation, innovative behaviors and, transformational leadership have a major role in explaining the variance of Job crafting.
Amir Hoshang Nazarpour and Samad Rahimi Aghdam	2015	The explanation of the scientific framework and practical solutions for human resource flexibility of Tabriz University, based on organizational intelligence, were examined	The results of data analysis using structural equation modeling showed that organizational intelligence with a detection coefficient of 79% is a strong indicator of human resource flexibility. Also, the results of the Pearson correlation coefficient showed that all dimensions of organizational intelligence have a positive and significant relationship with human resource flexibility.
Seyed Jamaluddin Tabibi et al.	2015	The effect of human resource flexibility on the performance indicators of hospitals can be effectively effective in improving the performance of the hospital	The results showed that the requested hospitals were in unfavorable conditions in terms of bed occupancy rate and bed rotation ratio. There was no significant relationship between human resource flexibility and performance indicators of the studied hospitals.
Mohammad Baqer Sadeghi et al.	2015	Examines the relationship between	The research findings indicate that; personality traits, as well as an ethical context in the organization, are strongly associated with

Scholars	Year	Subject	Result
		leaders' personality traits (including conscientiousness, convergence, and neuroticism) and the moral context with reliable leadership and attention to the mediating role of leader-member exchange.	improving leader-member exchanges and also lead to trustworthy leaders. Managers and leaders of organizations must develop honest and trustworthy relationships in the workplace and always adjust the decisions and policies of the organization for the self-fulfillment of employees and increase the productivity of the organization.
Abdolzahra Naami and Fazlollah Shenavar	2014	After investigating the indirect effect of Job crafting on task performance and organizational citizenship behavior through job motivation	The findings showed that Job crafting is related to task performance, Job crafting not only has a significant effect on employees' job impulse but also affects their performance. Therefore, organizations can not only increase the motivation of their employees but also improve their performance by applying the appropriate strategy and providing the necessary platform for job crafting.
Mohammad Baqer Sadeghi et al.	2013	Relationship between personality traits, moral background and leader-member exchange as a precursor, as well as emotional commitment	Moral background and psychological capital as the consequences of reliable leadership. The results showed that the proposed model has a relatively good fit with the data. A better fit was achieved by deleting two non-significant direct paths and correlating the errors of the two paths. All indirect effects were significant
Rasoul Abbasi et al.	2013	Obliging organizations to respond quickly to changes in demand and create strategic opportunities shifts the focus to entrepreneurship.	In a way that the attention of thinkers is increasingly focused on the factors affecting the promotion of entrepreneurship. This study was to investigate the effect of human resource flexibility on entrepreneurship in the Iran Oil Industry Research Institute. The method of the present study is descriptive and correlational and based on structural equation modeling. The statistical population of the study includes employees working in the Petroleum Industry Research Institute and the main tool for data collection is a questionnaire. The results show that there is a positive relationship between adaptability culture and organizational entrepreneurship. There is a significant positive relationship between the dimensions of functional and behavioral flexibility with the culture of adaptability. But there was no significant relationship between skill flexibility and adaptation culture.
Mir Ali Seyed Naghavi et al.	2012	The effect of human resource flexibility on organizational performance was investigated	Evidence shows that human resource flexibility has a significant positive effect on performance in insurance companies. The results of structural equation modeling show that all path coefficients are significant, therefore, all research hypotheses are confirmed. Findings show that among the dimensions of human resource flexibility, skill flexibility has the greatest effect on firm performance. Therefore, employee skills and the ability to acquire new skills play an important role in gaining a competitive advantage and performance for the insurance company
Tuan Trong Luu	2019	Examining the role of reliable leadership in strengthening customer-centered organizational citizenship (OCB) behavior and performance service recovery among sales employees had a positive effect	Respondents included employees and executives from the sales departments of Vietnamese pharmaceutical companies. Data analysis justifies the positive relationship between credible leadership and customer-centric OCB as well as business-to-business (B2B) service recovery performance. Job crafts served as a link between reliable leadership and OCB customer orientation as well as service recovery performance. In addition, human resource flexibility (HR) was found to play a modulating role for the impact of reliable leadership on job crafting among sales staff.
Anqi Luo et al	2019	Examined the relationship between	To reveal potential cross-cultural differences, a sample of guest employees at the frontline of the United States (Study 1) and 219

Scholars	Year	Subject	Result
		transformational leadership and service improvement performance and the mediating effect of the emotional workforce	Japanese frontline staff from China (Study 2) were used. The results show that transformational leadership is positively related to deep performance acting and negatively related to emotional workforce strategies. In addition, deep performance was positively related to service improvement performance, while surface performance was negatively related to service recovery performance. These findings were consistent between the Chinese samples; however, the mechanisms and pathways between transformational leadership and service improvement performance differed with two different examples that show the culture influencing service improvement performance through in-depth performance (Study 1) or emotional action strategies
Irene Huertas-Valdivia et al	2019	Shows how psychological empowerment and interaction at work are strongly influenced by paradoxical and servant leadership	This sample consists of 340 people in Spanish hotels. Data analysis tests model relationships through structural equation modeling. The mediating role of psychological empowerment was also examined. The results show that there is a positive relationship between empowering management and psychological empowerment, some specific management styles can play a vital role in achieving positive results for employees. The purpose of this study is to investigate how different leadership styles can help to maximize the potential of guest staff. The proposed theoretical model outlines emerging leadership approaches (paradoxical, empowerment, servant) and is tested by structural equation modeling (SEM) using data from 340 employees in Spanish hotels. These findings may be explained by self-determination theory: Empowerment and conflicting leadership styles show positive relationships with psychological empowerment. Contrary to expectations, servant leadership style is not a record of psychological empowerment. In addition, this study examines the positive relationship between empowerment and servant leadership styles of interaction. The findings also show that psychological empowerment is a clear history of job interaction and the development of previous research. Implicit concepts for hospitality service managers, educators, and researchers are discussed.
Manjari Singh & VijayLakshmi Singh's	2018	Study, job rotation, for example, active changes in work through the balance of existing job demands and resources, leads to various positive results at the individual, job and, organizational levels.	This study examines how employees actively use their jobs to avoid stress and burnout and become better actors. We review our study on the occupational health of knowledge workers. Structural equation models for data from 268 IT management professionals show the effect of coping with work productivity in reducing role stress and burnout and increasing psychological accessibility with multiple mediation effects in improving job performance.
Osman M. Karatepe and Aram Eslamlou	2017	Proposes and tests a conceptual model that examines the results of labor production among flight attendants	In particular, our study links the working relationship to structural goals, increasing social job resources, and increasing the challenging job demands to abandon goals and, improve service performance through work interaction. Our study used a time-delayed design and multiple data sources. The results of structural equation modeling show that job rotation promotes flight crew work interaction and service improvement performance. Contrary to popular belief, empirical data show no support for the mediating role of labor interaction in the relationship between production and service improvement.

4. Research model and hypotheses

After reviewing the articles as well as the research literature, the conceptual model of the research was presented as follows. Also, the research hypotheses in this study just according to the model are provided as follow.

Hypothesis 1: Reliable leadership has an impact on customer orientation.

Hypothesis 2: Reliable leadership impact on service recovery performance.

Hypothesis 3: Job crafting has an impact on customer orientation.

Hypothesis 4: Job crafting impact on service recovery performance.

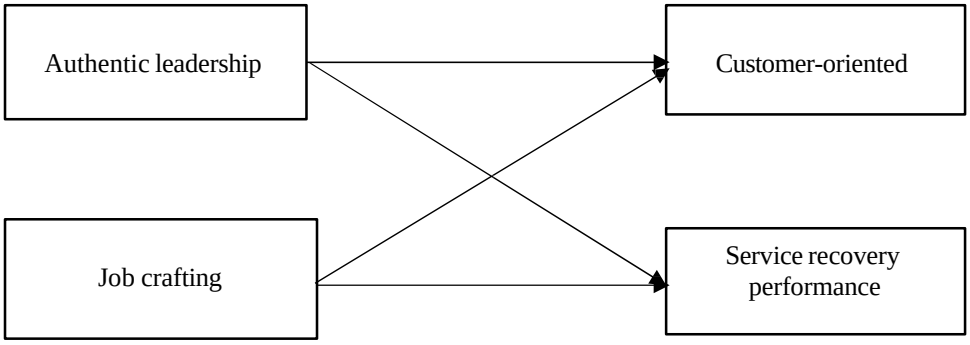

Figure 1. Conceptual model of research

5. Methodology

The present research is practical in terms of purpose and is descriptive survey research in terms of research method. It has been done by survey method and also in terms of time it is cross section and in the second six method of 2020. Information was collected by library and field methods. Research data using the standard integrated questionnaire to measure reliable leadership variable with 16 items of standard questionnaire of Valumba et al. (2008), to measure customer-oriented performance variable with 7 items of Dimitriadis standard questionnaire (2007), to measure performance variable Service retrieval with 5 items of the standard questionnaire of Babakos et al. (2003) and to measure the variable of Job crafting with 21 items of the standard questionnaire of Thames et al. (2012) has been collected in the form of Likert scale. The statistical population of the study was 605 employees of Sepah Bank in Khuzestan province, which according to Cochran's formula, 235 people randomly formed the sample size of the research. Multiple-choice questions and a five-point Likert scale were used to measure variables. In this study, in addition to the standardization of data collection tools, the logical type validity method (by professors and other experts available) has been used to further ensure. The Cronbach's alpha the numerical value of this coefficient for the standard questionnaire was generally 0.835. SPSS and AMOS statistical software were used for an inferential analysis of research data.

6. Findings

6-1. Evaluation of normality of variables (Kolmogorov-Smirnov test)

This test is used when we want to see if the data of the variable in question is normal or not; therefore, we examine the research variables in terms of normality with the help of the Kolmogorov-Smirnov test.

Table 2. Results of the study of normality of research variables (Kolmogorov-Smirnov test)

Index name	Kolmogorov-Smirnov statistics	The significance level	Variable status
Self-awareness	0.958	0.125	Normal
Relational transparency	0.921	0.635	Normal
Ethical perspective	0.844	0.462	Normal
Equilibrium process	0.914	0.479	Normal
Customer Orientation	0.895	0.626	Normal

Index name	Kolmogorov-Smirnov statistics	The significance level	Variable status
Service recovery function	0.863	0.289	Normal
Structural resources	0.978	0.322	Normal
Barriers to claims	0.935	0.155	Normal
Social resources	0.866	0.468	Normal
Challenging job demand	0.785	0.573	Normal

As the findings of the above table show, the significance level of the Kolmogorov-Smirnov test for research variables is more than 0.05. Therefore, the null hypothesis is accepted, or in other words, the distribution of variables is normal. The results of inferential statistics (KS test) show that at 95% confidence level, the difference in the distribution of variables is more than normal. To perform factor analysis, one must make sure that can the available data be used for analysis? And is the number of data required for factor analysis appropriate or not? For this purpose, the KMO index and Bartlett test are used.

Table 3. KMO test results

Index name	KMO	Significance level of Bartlett test	Results
Self-awareness	0.795	0.000	The statistical power and adequacy of the sample are confirmed
Relational transparency	0.763	0.000	The statistical power and adequacy of the sample are confirmed
Ethical perspective	0.769	0.000	The statistical power and adequacy of the sample are confirmed
Equilibrium process	0.836	0.000	The statistical power and adequacy of the sample are confirmed
Customer Orientation	0.885	0.000	The statistical power and adequacy of the sample are confirmed
Service recovery function	0.817	0.000	The statistical power and adequacy of the sample are confirmed
Structural resources	0.790	0.000	The statistical power and adequacy of the sample are confirmed
Barriers to claims	0.875	0.000	The statistical power and adequacy of the sample are confirmed
Social resources	0.793	0.000	The statistical power and adequacy of the sample are confirmed
Challenging job demand	0.715	0.000	The statistical power and adequacy of the sample are confirmed

The result of the KMO test in the table above shows that the KMO value for all scales is more than 0.6 and also the significance level of the Bartlett test is less than 0.05, so the sample size is good enough for factor analysis.

6-2. Evaluation of validity and reliability of structures

In the present study, confirmatory factor analysis (CFA) was used to evaluate and evaluate the research models and latent variables. For this purpose, the factor load of each indicator (index) on each structure was estimated and analyzed using its significance level. Thus, if the significance level is less than 0.05, the factor loads are significant at the 5% level and the null hypothesis based on the non-significance of the marker role in the formation of the structure is rejected and the significance of the relationship (research hypothesis) It is accepted in the form of confirmatory factor analysis. Also, for each structure, the two indices of extracted variance (AVE) and combined reliability (CR) are calculated to measure the validity and reliability of the structures, respectively. AVE index shows what percentage of the variance of the studied structure was influenced by the markers of that structure. The AVE index is used to measure the validity of a structure and is also known as convergent validity. Researchers have set a value of 0.5 or higher for the suitability of this index (Fornell and Larcker, 1981). Therefore, according to the extracted mean-variance (AVE) index, values higher

than 0.5 indicate the appropriate validity of the structure under study. To determine the reliability of structures in this study, the combined reliability (CR) method was used. If the CR value for structures is greater than 0.6, they show acceptable reliability, and for a structure, the closer this value is to one, the greater the reliability of that structure.

Table 4. Standardized load values and validity and reliability indices of structures

Indicator	Item	Factor load	Critical ratio	AVE	Combined reliability	Cronbach's alpha
Self-awareness	Q4	0.88	19.715	0.795	0.954	0.938
	Q3	0.93	23.349			
	Q2	0.95	25.895			
	Q1	0.93				
Relational transparency	Q9	0.83	14.064	0.702	0.925	0.902
	Q8	0.80	13.330			
	Q7	0.83	14.329			
	Q6	0.88	15.535			
	Q5	0.85				
Ethical perspective	Q13	0.82	14.342	0.743	0.948	0.912
	Q12	0.88	16.307			
	Q11	0.90	17.347			
	Q10	0.87				
Equilibrium process	Q16	0.84	13.000	0.624	0.922	0.905
	Q15	0.88	14.274			
	Q14	0.83				
Customer Orientation	Q23	0.80		0.637	0.930	0.915
	Q22	0.86	13.700			
	Q21	0.86	13.549			
	Q20	0.80	11.925			
	Q19	0.85	12.886			
	Q18	0.82	12.363			
	Q17	0.77	11.666			
Service recovery function	Q28	0.88		0.694	0.926	0.911
	Q27	0.82	14.462			
	Q26	0.76	12.534			
	Q25	0.83	13.174			
	Q24	0.81	12.769			
Structural resources	Q33	0.83		0.720	0.931	0.925
	Q32	0.78	12.450			
	Q31	0.86	14.745			
	Q30	0.88	15.105			
	Q29	0.87	14.610			
Barriers to claims	Q39	0.83		0.767	0.919	0.903
	Q38	0.84	14.137			
	Q37	0.85	14.405			
	Q36	0.83	13.627			
	Q35	0.82	13.488			
	Q34	0.80	12.830			
Social resources	Q44	0.78		0.628	0.914	0.877
	Q43	0.82	12.432			
	Q42	0.82	12.139			
	Q41	0.83	12.210			
	Q40	0.71	11.675			
Challenging job demand	Q49	0.90		0.815	0.938	0.918
	Q48	0.93	20.789			
	Q47	0.84	11.429			
	Q46	0.73	11.523			
	Q45	0.76	12.288			

6-3. Structural model

After ensuring the acceptability of the measurement models present in the structural equation model, we are in a position where we can estimate and test the conceptual research model by structural equation modeling. The reason for using this method is that this model can analyze the relationships of all variables simultaneously instead of examining the variables in pairs and separately. The SEM approach is a comprehensive method for testing hypotheses about the relationships between observed variables and latent variables. In this step, we want to examine and test the research hypotheses by determining the structural relationships between conceptual variables. To answer the research hypotheses, nine structural models fitted in Amos software are used, which are separated below. It should be noted that to determine the appropriateness of structural models of research, fit indices have been calculated and the results are shown in the table below.

Table 5. Fit Indices of Structural Research Model (Fit Index)

index	X2/df	AGFI	GFI	CFI	NFI	TLI	IFI	PCFI	PNFI	PRATIO	RMSEA
Suggested criteria	<3	>0.9	>0.9	>0.9	>0.9	>0.9	>0.9	>0.5	>0.5	>0.5	<0.08
Structural model	2.513	0.925	0.988	0.963	0.914	0.938	0.910	0.689	0.713	0.655	0.002

The results of the above indicators show that the structural model of the research has a good fit, so the research hypotheses can be tested based on the obtained regression coefficients.

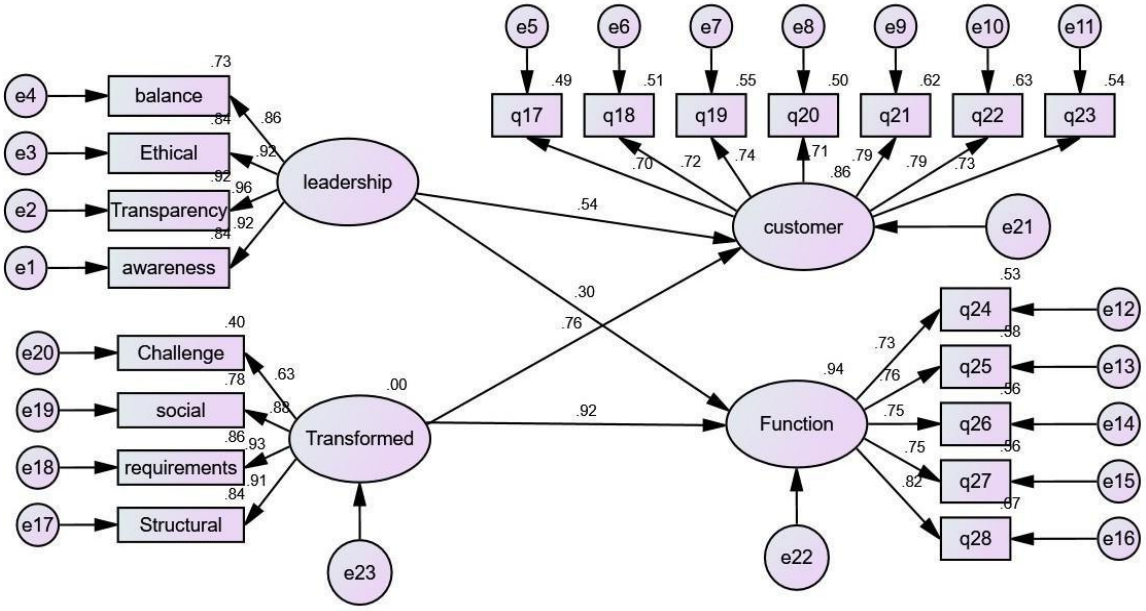

Figure 2. Structural model

6-4. Testing research hypotheses

Table 5. Regression coefficients and their significance level

Test result	Critical ratio	Path coefficient	Hypothesis
Confirmation of the hypothesis	4.486	0.54	Reliable Leadership -> Customer Orientation
Confirmation of the hypothesis	2.646	0.30	Reliable Leadership -> Service Recovery Performance
Confirmation of the hypothesis	6.158	0.76	Job crafting -> Customer Orientation
Confirmation of the hypothesis	7.427	0.92	Job crafting -> Service Recovery Performance

7. Discussion and suggestion

In this study, the factors of reliable leadership affecting customer orientation, the effect of reliable leadership on service recovery performance, the effect of Job crafting on customer orientation and, Job crafting on service recovery performance in Sepah Bank were investigated. Based on the obtained results, moving towards having a reliable leadership that cares about the customer and employees and pays attention to the performance of service compensation leads to having employees who try to change jobs pay attention to customer orientation in banks. The first hypothesis of the study shows the effect of reliable leadership on customer orientation, considering that the critical ratio is 4.486 which is more than 1.96, we conclude that reliable leadership has a positive effect on customer orientation. Also, considering that the standard coefficient is 0.54 and positive, so reliable leadership has a moderately positive effect on customer orientation, influential, effective and, trusted leaders can improve customer and customer orientation status in the company by creating customer-oriented views in the organization and among employees. The findings of the present study strengthen the studies of Farajollah Rahimi et al. (2016), Mohsen Ali-Nejad et al. (2015) and, the Tuan Trung Lu (2019) regarding reliable management relationships.

The second hypothesis of the research shows the effect of reliable leadership on service recovery performance. Reliable leadership may help the organization to adapt to the changing conditions of existing markets and by looking at the internal and external environments of the organization and create a sense of customer trust in the organization. To identify and fix the problems of the provided services by looking at the demands of customers to improve the performance of service recovery, it can be said that any change in the organization without the view of the organization management will be ineffective or low-effective. Given that the critical ratio of 2.646, which is greater than 1.96, we conclude that reliable leadership has a positive effect on service recovery performance. Also, considering that the standard coefficient is 0.30 and positive, so reliable leadership has a moderately positive effect on service recovery performance, the results of this part of the research confirm the findings of Mohammad Baqer Sadeghi et al and Tuan Trung Lu (2019).

The third hypothesis shows the positive relationship between Job crafting and customer orientation, changing and transforming the interests, desires and, abilities of employees in the organization in a way that leads to employees coming out of a state of passivity to issues and inattention to the environment and in creating Active and motivated employees are important, which has a great impact on maintaining and increasing customer orientation due to the direct and continuous communication of employees with customers. Given that the critical ratio of 6.158, which is greater than 1.96, we conclude that Job crafting has a positive effect on customer orientation. Also, considering that the standard coefficient is 0.76 and positive, so Job crafting has a strong positive effect on customer orientation, the results obtained in this section are the results of the research of Neda Mohammad Ismaili (2018) and Abdolzahra Naami and Fazlollah Shenavar (2014).

According to the fourth hypothesis, Job crafting affects service recovery performance. Given that the critical ratio of 7.427, which is greater than 1.96, we conclude that Job crafting has a positive effect on service recovery performance. Also, considering that the standard coefficient is 0.92 and positive, so Job crafting has a strong positive effect on service recovery performance. The results of Fereshteh Mansouri et al. (2016), Viji Lakshi Singh and, Manjari Singh (2018) are compatible with each other.

Reliable leadership with its role in transformation and service recovery performance as an important issue in the field of banks and organizations to attract and create loyal customers has become an important issue for senior managers of banks and organizations, customer orientation and service recovery are in the reliable leadership group and Job crafting, trust, commitment and enthusiasm of managers and employees has a great impact on creating customer orientation in the organization and enterprises, training and education of reliable leaders creates many competitive advantages for It will have economic centers and organizations.

7-1. Suggestions

It is suggested that managers of enterprises and private and public banks consider the following to maintain and increase customer orientation:

- The behavior, expression, and performance of organizational leaders and managers must be consistent with each other.
- Managers should be clear concerning customers and employees and should not try to hide their weaknesses.
- Increase efforts to improve employee and organizational performance for customer orientation and service recovery.
- The need to pay attention to the needs of customers and their demands as a service provider to them and assess their needs.
- The need to provide in-service training to introduce the principles of customer orientation, service retrieval and, Job crafting

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