



Investigation of the Relationship between the Level of Commitments among the Employees, Quality of Services and Client's Satisfaction

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ABSTRACT: This research aims to investigate the relationship between the level of commitment among the employees, client's satisfaction and the quality of services in executive organizations in Anbarabad County. Therefore 220 employees and 390 clients were selected from the executive organizations of Anbarabad through simple random sampling who answered Magnus Client Satisfaction Questionnaire, employee commitment questionnaire and service quality questionnaire. The results achieved through these questionnaires were analyzed by Pearson's correlation coefficient test and it was indicated that there is a positive significant relationship between the level of organizational commitment among the employees and quality of services and satisfaction of the clients of executive organizations in Anbarabad ($p < 0.01$). A positive significant relationship between the quality of services and client's satisfaction was observed as well ($p < 0.01$).

Keywords: Organizational Commitment, Client's Satisfaction, Quality of Services, Executive Organizations

INTRODUCTION

Like other concepts of organizational structure, organizational commitment is defined in different ways. Organizational commitment refers to positive and negative attitudes of individual toward the whole organization and not the job they are already doing. The most usual way is to consider organizational commitment as a kind of emotional dependence to the organization, according to which, an extremely committed individual gives his identity from the organization in which he takes part, coalesces and enjoys his membership. Porter et al.¹ defines organizational commitment as admitting organizational values and getting involved in the organization and they mention motivation, the tendency to continue the job and admission of organization's value as its measuring scales. Chatman² describe organizational commitment as supporting and being emotionally attached to the objectives and values of an organization because of the organization

itself, something far from instrumental objectives and “a tool to meet other goals. Porter et al.³ investigated organizational commitment from a behavioral and theoretical point of view. From this point of view, attitudes which seem to proceed the pave the way for evolution of morality, organizational identity, the level of interaction in organizational tasks and warm emotional regard or loyalty about the organization, and behaviors such as enthusiasm for outing more effort in organization and the tendency to stay in it.

On the other hand, the quality of services is in fact client’s expectation and realization about the service. As a result, it is very important to have a right understanding from the concept of client’s expectation about the definition of quality. According to one of the performed studies, the expected service is the desired and ideal one which indicates a level of service that a client hopes to receive⁴.

Organizational commitment makes the person extremely loyal to the organization and he would identify himself through his organization. Luthans⁵ states that the general attitude toward organizational commitment is an important factor in understanding organizational behavior and a good predictor for the tendency to remain in a job. Like satisfaction, commitment and fidelity are two close concepts that affect important structures such as replacement and absence. Commitment and fidelity can also have many other positive consequences. Committed employees are more disciplined in their jobs and they stay longer and work more in the organization. The quality of the services provided by this type of employees is higher which increases the clients’ satisfaction⁶.

One of the most popular methods to determine the level of fulfillment of needs and demands through the services and goods provided by an organization is to measure client’s satisfaction. Measuring client’s satisfaction is an effective tool to control the general performance of the organization. It helps the organization to identify its week points and try to eliminate them and paves its way for identifying economic advantages due to the present conditions⁷. Client’s satisfaction is one of the internal actions of the organization which shows its orientation toward fulfillment of client’s demands and the way to improve the quality of products and services. According to Juran⁸, client’s satisfaction is a condition in which he feels that the features of the product are in accordance with his expectations. Dissatisfaction happen is a state in which the deficiencies and defects of the product irritates the client and causes complaint and criticism. In another

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definition, client's satisfaction is a state and reaction expressed by consumer or client as he uses or buys the product.

Therefore, researchers consider the human resources of each organization as the most strategic factor. The existence of efficient human resource which is committed to do their tasks and provide their services causes more desirable results for the organization. As it has been mentioned before, satisfaction of clients or customers is one of these results .

Moreover, higher quality of services is not merely an elective and optional strategy, but it is the exact difference between successful and unsuccessful organizations. Being aware of the concept of service quality and trying to improve it results in providing of services with a high quality and increasing client's satisfaction through improving the quality of services. Thus, service quality is issued as a scale or factor to measure client's satisfaction. It seems that the existence of organizational commitment and its improvement in organizations through providing proper foundations causes some advantages both for individuals and organizations and it can be related to quality of services and clients' satisfaction. Since the behavior of employees in the organization is affected by their attitudes according to the performed studies, it seems that organizational managers must be aware of these attitudes. Nevertheless, it should be acknowledged that it is not very important for managers to know about all of these attitudes in which even they are not interested. In fact, they are more interested in knowing about the attitudes which are related to their works and organizations. According to the researches on this case, there are three main attitudes that researchers have mostly considered and studied: 1. Job satisfaction, 2. Job involvement, and 3. Organizational commitment. Among these three attitudes, this research proceeds to investigate organizational commitment. It also tries to present the newest achievements in this arena.

Definition of commitment: Commitment is an obligation which limits the freedom of action (Oxford Dictionary).

Since the quality of services is essential for maintenance and profitability of the organization, the tendency to provide high-quality services plays a significant role in service industries such as insurance, banking, etc. in fact, nowadays, client's satisfaction and service quality are considered as essential factors in most of service industries. This is specifically significant for financial services in which it is generally hard to distinguish different services⁷.

Considering the significance of the mentioned items, the present research proceeds to investigate the relationship between the level of employee's commitment, quality of services and client's satisfaction in executive organizations of Anbarabad.

MATERIALS AND METHODS

This is an observational-descriptive study of correlation. The statistical population consists of two groups. The first group includes the personnel of executive organizations of Anbarabad in 2002 (503 individuals). There are 43 executive organizations in the county of Anbarabad among which some (Power Department, Police and Intelligence Service) did not cooperate in this research. Therefore 39 organizations (including 220 individuals) are included in the statistical population of this research. The second group consists of clients. Ten clients were randomly selected from each of the executive organizations (390 individuals). The questionnaire designed by Meyer and Allen was applied in this research in order to collect data about organizational commitment. This questionnaire, which is designed in a closed-answer form, includes 24 questions. The alternatives are: totally agree, agree, neutral, disagree, and totally disagree. The scores allocated to the alternatives of organizational commitment questionnaire are: 1 for totally agree, 2 for agree, 3 for neutral, 4 for disagree and 5 for totally disagree .

ServQual Questionnaire was applied for the quality of services. This questionnaire is designed in a closed-answer form and it includes 20 questions in five aspects (tangibility, reliability, responsiveness, empathy and assurance). The alternatives are: completely proper, proper, almost proper, improper, and totally improper. The scores allocated to the alternatives of ServQual questionnaire are: 1 for totally proper, 2 for proper, 3 for almost proper, 4 for improper and 5 for totally improper .

Magnus Questionnaire was applied for client's satisfaction. This questionnaire is designed in closed-answer form and it contains 18 questions in three aspects (information, behavior and physical environment). The alternatives are: very high, high, average, low, very low. The scores allocated to alternatives of client's satisfaction questionnaire are: 1 for very high, 2 for high, 3 for average, 4 for low and 5 for very low. The validity of organizational commitment questionnaire, was equal to 0.93. The validity of ServQual questionnaire was equal to 0.90 and the validity of job satisfaction questionnaire was equal to 0.98. In order to measure the reliability of the measuring tool the Cronbach's alpha was used through the following formula .

The values of Cronbach's alpha for organizational commitment, client's satisfaction and ServQual Questionnaires are respectively equal to 0.868,

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0.811 and 0.921 which are all above the required value (0.70). It can be said that the internal components (i.e. all of the items) of the scale are acceptably correlated. The collected data was analyzed by SPSS software through descriptive and inferential statistical methods. The descriptive statistical tools applied in this research include frequency, mean, mode, median, standard deviation, Skewness, kurtosis, statistical tables and graphs. In order to test the research hypotheses, Pierson's and Spearman correlation test was used. Kolmogorov and Smirnov test and partial correlation were applied in order to investigate the normality of data.

RESULTS

Table 1 shows the correlation coefficient between organizational commitment of employees and service quality. The correlation coefficient between these two variables is equal to 0.501 ($p < 0.01$).

Table 1. Correlation coefficient

Variable	Correlation coefficient (r)	Sig.	Level of significance
Organizational commitment of employees and service quality	0.501	0.000	0.01

Table 2 shows the correlation coefficient between organizational commitment of employees and the level of client's satisfaction. The correlation coefficient between these two variables is equal to 0.523 ($p < 0.01$).

Table 2. Correlation coefficient

Variable	Correlation coefficient (r)	Sig.	Level of significance
Organizational commitment of employees and level of client's satisfaction	0.523	0.000	0.01

Table 3 shows the correlation coefficient between the service quality and the level of client's satisfaction. The correlation coefficient between these two variables is equal to 0.890 ($p < 0.01$).

Table 3. Correlation coefficient

Variable	Correlation coefficient (r)	Sig.	Level of significance
Service quality and the level of client's satisfaction	0.890	0.000	0.01

Table 4. Correlation coefficient between emotional commitment and the quality of services

Variable	Correlation coefficient(r)	Sig.	Level of significance
Emotional commitment and the quality of services	0.400	0.000	0.01

Table 5. Correlation coefficient between continuous commitment and the quality of services

Variable	Correlation coefficient (r)	Sig.	Level of significance
Continuous commitment and the quality of services	0.517	0.000	0.01

Table 6. Correlation coefficient between normative commitment and the quality of services

Variable	Correlation coefficient (r)	Sig.	Level of significance
normative commitment and the quality of services	0.391	0.000	0.01

Table 7. Correlation coefficient between emotional commitment and the level of client's satisfaction

Variable	Correlation coefficient (r)	Sig.	Level of significance
emotional commitment and the level of client's satisfaction	0.382	0.000	0.01

Table 8. Correlation coefficient between continuous commitment and the level of client's satisfaction

Variable	Correlation coefficient (r)	Sig.	Level of significance
continuous commitment and the level of client's satisfaction	0.540	0.000	0.01

Table 9. correlation coefficient between normative commitment and the level of client's satisfaction

Variable	Correlation coefficient (r)	Sig.	Level of significance
Normative commitment and the level of client's satisfaction	0.468	0.000	0.01

Table 10. Correlation coefficient between tangibles and the level of client's satisfaction

Variable	Correlation coefficient (r)	Sig.	Level of significance
Tangibles and the level of client's satisfaction	0.628	0.000	0.01

Table 11. Correlation coefficient between reliability and the level of client's satisfaction

Variable	Correlation coefficient (r)	Sig.	Level of significance
reliability and the level of client's satisfaction	0.749	0.000	0.01

Table 12. Correlation coefficient between responsiveness and helping customers and the level of client's satisfaction

Variable	Correlation coefficient (r)	Sig.	Level of significance
Responsiveness and helping customers and the level of client's satisfaction	0.735	0.000	0.01

Table 13. Correlation coefficient between assurance and the level of client's satisfaction

Variable	Correlation coefficient (r)	Sig.	Level of significance
assurance and the level of client's satisfaction	0.839	0.000	0.01

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Table 14. correlation coefficient between empathy and the level of client's satisfaction

Variable	Correlation coefficient (r)	Sig.	Level of significance
Empathy and the level of client's satisfaction	0.721	0.000	0.01

DISCUSSION

As an emotional belonging to an organization which is specified through admitting its values and a tendency to remain in it, emotional commitment can affect the employee's working process in the organization. The results of this research are in accordance with the previous studies ^{10, 11, 12, 13, 14, 15, 16}. Normative or moral commitment is defined as an understood task to support an organization and its activities and it indicates the feeling of liability towards the organization and the obligation to remain in it, so that the individual think that it is his liability to continue working for the organization and supporting it. These studies on various organizations show that in order to have more efficiency and a strong will to remain in a job; employees need to have job attachment. They should also feel highly committed about doing their duties which brings responsibility, a deep understanding from the job and devotion. These items can be followed by client's satisfaction.

In their research, Hersey and Blanchard¹⁰ stated that efficient managers have agreed about the following set of commitments:

1. Commitment to clients; a successful manager or employee can show his job commitment through serving the clients and caring about them.

2. Commitment to the Organization; efficient managers or employees are proud of their organization, a proud that is expressed in their behavior. These managers or employees do their commitments in a different way. They try to meet their commitments through providing a suitable organizational atmosphere, supporting senior managers, and regarding the essential values of the organization .

3. Commitment to themselves; managers and employees are always showing a strong and positive image of themselves to others, and they act as a positive force in all situations, but this shouldn't be mistaken with selfishness and egocentrism. Commitment is specified by showing independence of action, obtaining the required skills for applying the management, and accepting useful criticisms .

4. Commitment to individuals and groups at work; successful managers or employees are also committed to individuals and groups at work and there is a special feeling of emotional belonging among them .

5. Commitment to the job; efficient managers or employees try to give a meaning to what they others do through concentrating on their job, being practical and clearing the significance of the tasks. Through attracting the

attention of employees to their job and providing the required guides, they make sure of a successful performance .

The following items are suggested:

1. Managers should try to meet better organizational objectives and develop and improve their organizations, in order to make their personnel committed to the organization and promote the level of organizational commitment.

2. Besides investigating the existing situation, managers should take the required actions for promotion of organizational commitment.

3. Managers of the organization should develop suitable strategies in order to promote the quality of services and client's satisfaction.

4. Under any circumstances, responsiveness to customers must be the top priority of organizations which should be realized through an accurate explanation of the services that are going to be provided for customers, providing the services as fast as possible, and answering to the questions of customers .

5. In order to reaching their highest position, rival and efficient organization should be more sensitive and responsible abbot the performance of the promised tasks or services in their specific time, correction of services and presenting right and perfect reports .

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