

JOB SATISFACTION OF EMPLOYEE AND CUSTOMER SATISFACTION

Masoud Amoopour¹, Marhamat Hemmatpour², Seyed Saeed Mirtaslimi^{3*}

¹*Department of Educational Management, Islamic Azad University, Rasht Branch, Rasht, Iran*

²*Department of Educational Management, Islamic Azad University, Rasht Branch, Rasht, Iran*

^{3*}*M.A. Student of Business Management, Islamic Azad University, Rasht Branch, Rasht, Iran*

(Corresponding Author)

Abstract

Transcendental organizations meet their needs and expectations of customers. To succeed in today's complex and competitive market, researchers believe that customer satisfaction is a key factor. Job satisfaction experienced by employees will effect on the quality of the services they provide which in turn will affect their job performance. Employees' satisfaction is led to customer satisfaction. Satisfied employees feel more commitment to their organization and customers. Among the positive outcomes of job satisfaction in customer-oriented organization is customer satisfaction. Customer satisfaction is guidance for achieving greater customer loyalty.

Keywords: Organizations, Customer Satisfaction, Employees' Satisfaction

1. Introduction

The employees of the organization are measures of superiority degree of organizations that amount of their loyalty and commitment is cause to do assigned task with a higher quality. This increases performance, efficiency and effectiveness of the organization. Conversely, employees who are careless or irresponsible on organization assigned functions behavior are transferred to partners and reduce the performance of individuals and decline organization in terms of quality and quantity. Customer satisfaction in 1990 had a significant impact on management thinking. In fact, detecting understand, confront and anticipate customer needs are important sources of competitive advantage and survival for a company that have decisive effect on set of priorities and activities of company. Service industries in the world today are a major part of markets in many countries. Thus, increasing the number of jobs in the service industry in GDP increased importance of these different countries, subject of service delivery impeccable and the superior quality has been an issue of considerable (shahin & abolhasani, 2006). One of the most crucial concepts of behavior in organization is discussion of job satisfaction. It always been introduced implications for how to the satisfaction and dissatisfaction and it are considered as one of the crucial factors in the success or failure of a job. Scientists and scholars of management science productivity, absence from work, job satisfaction and employees relocation are considered as the main variables in organizational behavior (Robbins, 2007).

A number of scientific studies are done in supporting the relationship between job satisfaction and job performance. These studies indicate that employees, who have experienced job satisfaction, are more likely to be productive and remain in their jobs. Job

satisfaction experienced by employees will effect on the quality of the services they provide which in turn will affect their job performance (Eisenberg and et al 2012). Eskildsen and Nussler (2000) have done study with title: “The managerial drivers of employee satisfaction and loyalty”. The purpose of their study was the first to establish a structural model that describes causal relationship between sub-systems of human resource management, employee satisfaction and loyalty, and as well as the performance of the company. The second purpose of this study empirical test this structural model through a survey conducted among 670 human resource managers where 215 people responded. These managers were from private and public companies in the related sectors.

2. Customer Satisfaction

To succeed in today's complex and competitive market, researchers believe that customer satisfaction is a key factor (Ndubisi & etal, 2007). Customer satisfaction is a critical performance indicator (Adsit et al., 1996; Gilaninia et al, 2011). Customer satisfaction has considerable value, because data related to consumption derived (in front of production) and leading indicator is considered future profitability. Customer satisfaction is guidance for achieving greater customer loyalty. Customer satisfaction through improving loyalty ensures future income, reduce the costs of future transactions, reduces the price elasticity and prevent from decline customers of organization when the slides possible quality. Also, word of mouth recommendations from satisfied customers reduce costs of new customer's attraction and promote the organization's reputation. In contrast, customer dissatisfaction has reverse the effects. Therefore, satisfied customers be a valuable asset for the organization (Anderson and Fornell, 2000).

Transcendental organizations meet their needs and expectations of customers. These organizations monitor their competitor's activities and detect competitive advantages. Mentioned organizations effectively anticipate future needs and expectations of its customers to meet the needs and expectations. These organizations respond against their weaknesses so quickly and effectively. They create and maintain transcendental relationships with all of their customers. If organizations divided into three groups include the path of at the beginning excellence organizations and organizations in the middle excellence, mature organizations, it can say that in the beginning organizations have assessed level of customers satisfaction, the middle excellence organizations have been successful to establish relationship between short-term and medium-term goals with customer needs and expectations and mature organizations measure incentives for business to understand customer satisfaction and customer loyalty issues related and act based on it (Ghafari Ashtiani,2008).

Today's rapidly changing and increasingly competitive environment, banks are forced to make their views are directed towards customer satisfaction, because by increases customer satisfaction will follow behavioral outcomes such as commitment, intent to stay, and customer loyalty, creating mutually and beneficial relationships between service providers and users, and acceptance of failure and probability slides and also positive word of mouth recommendations of customer (Arasli et al, 2005).

3. Perceived Employees Commitment

Employee commitment reflects the allocation employees to help the company to reach its goals. This involves doing high quality work, commitment to solve problems of customer, and to invest time and suitable effort in the work and willingness to recommend products and services of firms (Vilares & Coelho, 2001). Although commitment and loyalty employees are different and have separate components and structures with different concepts but linked and followed changing in the company focus (Crosby & et al, 1994). Nowadays the only

organizations have a good position in the competitive arena that focused activities are to meet demands of customers and satisfying their needs with minimum cost and maximum quality. High quality products and service of organization is considered important specification and axioms in organization. Identifying and addressing factors such as commitment and job conscience that provides the field of promotion and advancement of organizations has greater importance. Attention to employee commitment is one of the factors of organizational development and thereby improves the administrative structure, reducing energy consumption and time, correct perception of the situation, optimizing the flow of information and communication. By Increase in occupational commitment, interaction among its various components and structures will have better quality and changes in economic, political, identify quality indicators using a systematic approach and detect its components (input, process, output) is necessary (Asgari & Alipour, 2012).

4. Job Satisfaction

One of the most crucial concepts of behavior in organization is discussion of job satisfaction. It always been introduced implications for how to the satisfaction and dissatisfaction and it are considered as one of the crucial factors in the success or failure of a job. Scientists and scholars of management science productivity, absence from work, job satisfaction and employees relocation are considered as the main variables in organizational behavior (Robbins, 2007). Job satisfaction is distance between the benefits and rewards that employees receive and what their opinion should receive. This variable in the behavioral sciences is important because this variable represents an attitude rather than a behavior. Job satisfaction is a collection of compatible and incompatible feelings that employees view to their jobs and in fact job satisfaction can be defined as pleasant and positive state of job evaluation or job experience. Job satisfaction is one of the variables in the search for understanding the attitudes and behaviors of employees towards their organization, it has been studied. Job satisfaction reflects the extent to which the work environment (ie job, colleagues, and supervision) to meet the individual needs. A recent study based more on human relations, claiming that if people have a job to meet their needs, they will create a positive work attitude. Maslow's theory for a long time was central base of the management theory. This focus on the individual application level satisfying their needs, especially with regard to the individual's working life, helping us to better understand employees' needs and motivations. Job satisfaction is level of a positive feeling of employees. In this case, the actions or activities of managers provide their organizational behavior. Lakeh (1969) defines satisfaction to form a feeling of pleasure in job evaluation or to achieve the goal in term of feeling. To clearly distinguish the structure of job satisfaction and organizational commitment, if employees have job satisfaction in their organization in the long term, satisfaction outcome is seen as outcome of a successful exchange, for example, the commitment. Therefore, variables can describe the relationship between satisfaction and commitment. It is important that expressing individual perception create a better organization (Saekoo, 2011).

Attitude can be considered as attitude and willingness to respond favorable or unfavorable to the individual, objects, concepts, or other things. One of the experts of management science says that the "attitude is views about people, things, and events". The attitude is just not values and compared with attitudes, values is more extensive and the wider and has a more comprehensive concept, while the values and attitudes are different. But their relationship is very close. Conversely, value of attitude is less stable and it is not stable enough, attitude in organization is the important which can affect the behavior (Robbins, 2007).

5. The Effects of Job Satisfaction on Employee Performance

Based on the theory of sub-systems of Glasl and Lievegoed (1997), an organization is composed of the following three sub-systems: cultural sub-system, social sub-systems, and technical sub-systems.

Cultural sub-systems are including the identity and the general policies of the organization. In the field of human resource management discussion, this sub-systems meaning values and cultural features whether explicit or implicit, it conduct how deal with individuals within the organization. Social sub-systems are ie organization structure, knowledge and skills, and areas of control / responsibility. The third and final subsystem concerned technical aspects of the organization. This subsystem includes such items as individual processes and physical assets and financial. In the field of human resource management discussion, this subsystem include measures that is usually associated with the older term "personnel management" and is included all contractual issues between employers and employees. In terms of employees, this sub-systems describing the cultural context in which the job is done, and conditions under which employees have agreed to take over the job. Employee satisfaction is happiness and prosperity that the employees gain their jobs; this means that are they are happy to go to work, perceive their jobs meaningful, their jobs has negative impact physical or mental health them or not. Every aspect is related to the impact of the job on the employees, along with the perception of employees from the organization / jobs are included in the definition of employee satisfaction. Employees' loyalty is a concept that is more action – oriented, because it is dealing with employee behavior. This concept includes such as whether employees are committed and in working they have a sense of personal responsibility, and tend to seeking or not seeking another job. Human Resource Management seeking the multi-stakeholder satisfaction. Several studies have shown that an effective system of management of human resources is essential for superior financial performance and shareholder satisfaction because an effective system enables human resource to attract and protect employees motivated and possess the competencies necessary to achieve superior financial performance. This relationship between employee loyalty and performance has also been confirmed in several studies. For employees loyal, the organization should be able to meet their satisfaction. Therefore, there is relationship between human resource management, employee satisfaction and loyalty, and firm performance (Robins, 2010).

6. Job satisfaction of employees and customer satisfaction

When companies are looking for ways to improve customer service, they usually try to give more facilities to customers and their needs are quickly resolved. But intelligent and forward-thinking organizations revised in behavior and in connection with the employees before any action and their satisfaction keep in first step. Studies show that employees' satisfaction is led to customer satisfaction. Satisfied employees feel more commitment to their organization and customers. Employees who are satisfied with their work are likely to bring success for employer. They efforts for more success and to improve the quality of customer service.

7. Discussion and Conclusion

Among the positive outcomes of job satisfaction in customer-oriented organization is customer satisfaction. However, considering that the providing services to employees and customers within the organization, human resources or employees play a central role, discussion of organizational commitment and job satisfaction, which is key factors in providing high quality services, will be important. Different theories have been proposed about job satisfaction; also, contributing factors and creating of job satisfaction are varied and numerous which can be categorized inherent aspects include personality traits, feelings,

emotional, emotional states and external aspects include conditions and characteristic of organizational, social and cultural. Job satisfaction and organizational commitment is based on constructed-related but distinct. However, in order to provide a basis for management decisions of human resource in planning, recruitment and retention of employees and reduced costs due to staff leaving are jointly evaluated that this is very important. Job satisfaction delivered factors such as workplace conditions, governing the relationship among the work environment, social factors and cultural factors. Organizational commitment is as links people with organization that is determined by a strong belief and acceptance goals and values of the organization (affective commitment), tend to be much effort to the organization, (commitment continuance) and strong desire to retain organization (normative commitment). Employees' satisfaction is led to customer satisfaction. Satisfied employees feel more commitment to their organization and customers.

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