Explaining the relationship between management commitment to service quality, job satisfaction, and organizational performance in the staff of Islamic Republic of Iran's Custom

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Abstract

Job satisfaction of employees is an influential factor of organization performance as it improves the productivity of firm. Further, service quality provided by an organization is one of the most important factor affecting future success of firm. Hence, the purpose of current study is to investigate the relationship between management commitment to providing high quality services, job satisfaction, and improving organizational performance. Statistical population was employees of Islamic Republic of Iran's Custom Office. Sampling was random method and sample size estimated at 184 people. In this research, structural equation modeling was used to analyze data to test proposed hypotheses. To data analysis and hypothesis testing, LISERL software was employed to achieve research goals. Results of the study indicated that there is positive relationship between management commitment to service quality and organizational performance improvement. However, other hypothesis was not supported by the data. The managerial implications would be provided at the end of paper.

Keywords: Management commitment, Service quality, Job satisfaction, Organizational performance.
Introduction

Today identifying appropriate methods to increasing job satisfaction, today identifying appropriate methods to increasing job satisfaction, commitment, improving the performance and productivity of the organization is vital. Therefore the senior managers knowing that the management commitment in how to delivery service to employees, is the determinate factor of their manner in creation the superiority in servicing to customers as compared with competitors. He committed himself to service quality to employees. Managers' commitment in quality of servicing to employees through the process like: Empowering, training and development and rewards can lead to emotional results such as organizational commitment and job satisfaction that its reflection appears in improving organizational performance (Bugsy, 2014). Researchers have shown that the organization ability to have motivated employees is the determinative of the success or failure in the organization (Bergman et al, 2001). In addition create jobs that are interesting, creative and significant leading to a high level of employees' satisfaction (Shmrhvn et al., 2004). Effective job satisfaction in quality of services provided in human services is strongly affected in job design (Sarata 1976). The factors such as complexity of the task can be the important factor in prediction of job satisfaction and it's possible to improve the results of organizational performance through the job satisfaction (Katan et al., 2002).

The continual improvement of organizational performance create the high force of synergistic that these forces can be the supporter of development and expansion program and creation of organizational elevation opportunities. Governments and organizations and institutes used propulsive search in this case. Without studying and acquisition from amount of progress and achievement of objectives and without identifying the challenges facing the organization and obtain feedback and being aware of formulated policies and identifying the items that needed serious improvement, continuous improvement of performance would not be possible. Therefore, recognition of appropriate methods to increase the job satisfaction, commitment and finally improving the performance and productivity of the organization is vital. Therefore, the purpose of the current study is the explaining the relationship between management commitment to service quality, job satisfaction and organizational performance in the Islamic Republic of Iran's Custom Office.

2. Research Theoretical Foundations
2.1. Commitment

Commitment means promise and contract. Commitment literally means getting job, taking responsibility, keeping, making promise and contract and in term is consist of: (Ladhari, 2009)
1) Committed act to liability or belief
2) Referring act or pointing to an issue
3) Accept or undertake to do something in the future
2.2. Service Quality

The discussion of the service quality is rather complex discussion. When it comes with product quality, immediately in minds shaped the technical specification of product. Service quality in generally is known as imaginary and abstractive structure that is defined and measurement hardly. This case most placed in quality assessment. Therefore, must create the solution to complexity and lack of service definition. As Mntygrmy has defined the quality it is the amount of matching products with demands of users. Service quality is defined as follows: Service quality is stable compatibility with customer expectations and recognition of customer expectations and recognition of customer expectations from special service (Babakvs et al., 2003)

2.3. Job Satisfaction

Employees jab satisfaction was one of the most important behavioral issues in the human realm that himself is determinative of many other organizational variables. Several studies have shown that job satisfaction is an important factor of efficiency increase, employees' compassion to the organization, their belonging and attachment to the workplace, increase of job quality and quantity, good and human relations in workplace and increase the employees' spirit. Also, job satisfaction affect is an important issue such as: amount of delay, absence and service abandonment and also an individual efficiency and effectiveness such as amount of the production and productivity of man. There are several definitions of job satisfaction: In some of these definitions, this concept defined as feeling and viewing reaction of employees to job (Achilles and Rod, 2010).

Simply can be said, job satisfaction is amount that people enjoy from work and knows that an important part of life and they do for this reason that they are forced to do. Also in a similar definition, job satisfaction is defined as difference between amount and intensity of satisfying the needs in job. In the other word in this definition job satisfaction is a direct function of the degree that which the environment is in consistent with the individuals need.

4.4. Organizational Performance

Performance literally means the state or function quality. Therefore, organizational performance is general structure that refers to quality of organizational operations. The most famous definition of performance is defined by Indigo (2005): The process of explaining effectiveness and efficiency quality of last actions. According to this definition, performance is divided into two components: 1) The performance that is the manner of organization using of resources in the production of products or services, that’s mean relation between actual and desired combinations of inputs to produce specific outputs and 2) The effectiveness that is the qualifier of Nile degree to organizational goals. These goals usually explained in appropriateness (The degree of outputs compliance with customers needs) accessibility (aspects such as abundance, presentation among the priority groups and physical distance) and quality (the degree of realization of the required standards). Mullin (2002) in his definition from performance evaluation in manner of management and value creating
emphasis as follows: Evaluation the manner of organizations management and their value creating to customers and other stakeholders.

3. Empirical Research
3.1. Management Commitment to Service Quality

Nowadays, the success of the organizations specifies the management knowledge that employed in it. Management knowledge with new approach offers mechanism to the organizations that it has two main features of development and quality. The central rate of management in manner of services delivery to employees is undeniable issue and commitment and viewing of high level management is precondition and requisite of high quality services delivery (Babakvs et al., 2003). According to researchers service quality is the difference between customers' expectations of service received and his perception of the service that really earns. Actually service quality is defined as result of a comparison between received serviced and expected services. According to Svrchandar et al (2002) the manner of services delivery from managers to employee and benefits arising from it, have a special place. Also services quality to achieving customer satisfaction and following of that the organization survival and profitability is vital. Some researchers such as Parasuraman et al. believed service quality must be measured by the difference between amount of customers' expectations and customers' perceptions of service quality. Top service quality enables a company that distinguished itself from other competitors and in compared with them gained a series of competitive advantages. Improving service quality cause to increasing the customer satisfaction and also cause to increasing the customers' attention, positive oral advertising, decrease of employees turnover and improve the company's performance (Ladhary, 2009). Cronint and Taylor (1992) offered that service quality is an attitude according to conceptualization and therefore measurement of service quality is reflector of performance index.

Bushaf and Allen (2000) believe that although the distance of top management from the operational level of employee is so much, but organizational top manager commitment is essential to service excellence and methods improvement for employees so that they can work effectively to achieve organizational goals. Previous studies showed the service quality made by several structures. Variable of management commitment to service quality in the present study is consisting of several aspects such as empowerment, employees reward, customer service training and customer orientation. Management commitment is key factor that must exist before the starting the process and since the manager is in charge the accessibility and in generally the implementation methodology of project in organization. Management commitment is a prerequisite (Hanson et al., 2003). When senior management commitment is a reality that company's manager by dividing tasks accepts the successful implementation of the business plan (Karamati and Aazadeh, 2007). When management commitment is trustier the implementation of the investment will be successful and then this result has positive effect on the competitiveness of the organization (Bdvlary et al., 2012).

According to Lai et al. (2006) management commitment plays a critical role in achieving to sustainable competitive advantage. In total quality management thinking all employees must contribute in the improving quality. Without public participation there is no possibility of
improvement. Everyone must realize the benefits and necessity of improving the quality. But before other employees senior managers must committed for make changes and improving the quality since top management coordinates to all the efforts of the organization and make it happen with supporting of total quality management, top management commitment is essential (Brndväst 2000). After making the commitment in senior management there should also be a commitment on middle managers. Obviously, middle managers have an important role. They must justified the supervisors and employees and make their required motivation and commitment to the implementation of total quality management. Thus in all employees, the creation the commitment improves the quality (Rajab Beigi et al., 1995).

3.2. Job Satisfaction

The amount of employees' job satisfaction is one of the important strategic indicators in human resources index that many organization uses from this index to measured the effectiveness of their activities in human resources index (Kaplan and Norton, 2008). In management texts, different definitions comes about job satisfaction, persons general attitude to her job, says job satisfaction (Rabinz, 2002). Also job satisfaction is emotional reaction to job, physical and social conditions of workplace (Shrmarhvrn et al., 2006). Managers in different ways are looking to increase their employees' job satisfaction. According to importance of various factors for him such as income, social status and conditions of workplace, he has ac certain amount of job satisfaction (ShafiAbadi, 1997). According to Ashil and Rod (2010) is expected that satisfied employees participate in better service deliver and effective solutions for a lack of success I service delivery.

Studies show that with the increase of the amount of job satisfaction increase his creativity and productivity working motivation and decrease the absence from work (Donahoe and Haywood, 2004) and increase the business profitability (Charles et al., 2004). In addition, whether or not low of the job satisfaction and commitment cause to reduce the performance of the organization (Gravyl et al., 2005). In this regard the results of Campion et al. (1991), Granlyz (2004), Greg and Rstvjy (2006) in other organizations shows that a high level approach to job with follow happier and more motivated employees with better job performance and less absence. In generally according to researchers can be stated that motivational approach in the workplace leads to performance improved. Also a motivational approach causes better and more efficiency performance in organization and with more motivational approach in workplace, increase the job satisfaction and performance.

3.3. Organizational Performance

Scholars and researchers believe that the performance is the main subject in all organizational analysis and it is difficult to imagine an organization that not included the evaluation and measurement of performance. They consider attention to organizations performance causing theoretical development of organizations and refer to the performance as main subject in practical space (Zali, 1999). It is measurable results performance decisions and organizational proceedings that are indicative of success and gained achievements (Mar et al., 2003). Organizational performance in complex phenomenon that perhaps the simplest definition is set of focused activities to achieved organizational goals. When the organizational
performance studied the various valves and with different purposes also used the different performance evaluation models in accordance with purposes. Measuring the performance of organizations must happen according to appropriate indicators (Silla, 2007). The organizational performance is an indication that measuring the manner of achieving the goals of an organization or institution (Hu, 2008). Performance levels can be divided into three categories: individual, group and team or organizational (Byrant, 2003). Always in most world organizations the managers and leaders are to promote and improve the performance of their organizations. Organizational performance is wide mix of both intangible receipt like increase the organizational performance and concrete receipt like economic and financial results. Various models have tired that introduce and review the organizational performance. Evaluation of these models indicate that first, measured the organizational performance changes and second, the organizational performance changes must be considered in all levels of the organization and individual and team goals in organization must be involved in the event of organizational performance and thirdly, in measuring the level f organizational performance should be used the tools that are considered various dimension of organizational performance. To measure of organizational performance at the same attention to economic measurable results like invest return rate and increase profit margins and as these tools, should be assessed the creativity and innovation level and also increasing the levels of organizational knowledge (Allama and Moghaddami, 2011).

According to theoretical basis and past researches, hypothesis can be stated as follows:  
The first hypothesis: Between management commitment to service quality and job satisfaction has a positive and significant correlation.  
The second hypothesis: Between job satisfaction and organizational performance has a positive and significant correlation.  
The third hypothesis: Between management commitment to service quality and organizational performance has a positive and significant correlation.

![Figure 1. Conceptual Mode](image-url)

4. Research methodology

This research due to the nature of subject and specified goals is one of Applied Scientific Research. Statistical population was employees of Islamic Republic of Iran’s Custom Office. Sampling was random method and sample size estimated at 184 people. In this research structural equation modeling was used to analyze data to test proposed by hypotheses. To data analysis and hypothesis testing, LISERL software was employed to achieve research
goals. In this research aspects of management commitment to providing high quality services to employees (educational variables, reward, empowerment and customer orientation) job satisfaction questions and organizational performance were designed according to Achill and Rod (2010) studies and according to Likrt five-item spectrum. To determine the validity and reliability of questionnaire was used the content validity and Cronbach's alpha coefficient that reliability for questionnaire that is containing 21 questions, was calculated equal %984. In this research after drawing the analytical model according to data by procedure diagram program with Perils performances of LISERL software is obtained measures model, that in this model by using B coefficients and using the t test hypotheses have been tested. In addition, model fit indices is calculated automatically by Perils performances to model.

5. Research Findings

After collecting the information with using structural equation and LISERL software used confirmatory factor method for the analysis of statistical data. Structural equation modeling is a very general and powerful multivariate regression family and rather elaboration of a general liner model which allows to researchers examined a set of regression equations in same species.

5.1. Model Estimation and Suitability Evaluation

A structural equation model, In fact is a general specified structure from a set of unobservable structures that each one measured by set of indicators (observed variables) and can be tested in terms of fitting in a particular community. A structural equation model consists of two components:

A. A structural model that specifies the supposed causal structure from latent variables (theoretical structures that are not directly visible)
B. A measurement model that defines the relationship between measured variables or markers (variables that are directly visible) and latent variables which are used for approximate estimate.

First, the data's of sample group changed to the correlation matrix or covariance and described by a series of regression equations. Now we can analyze the model in order to examine its fitness in a population that the sample comes out of it. This analysis provides the estimate of model parameters (procedure coefficients and error sentences) and several series to fit it with sample data when a model was exactly found and the estimate and test was possible. In this case there are several indicators to its suitability evaluate that most important of them briefly described below:

First, Chi-square index is 0 for examining the hypothesis that as the considered model in population is calculated. The significant Chi-square is implying to reject the null hypothesis which states that this model is not available in population.

GFI and AGFI (LISERL sizes) under the influence of sample size can be great to the models that their formulated are weaker.

NFI: Is the softened index of suitability. If its value is between 0/90 and 0/95 is acceptable and the values greater than 0/95 is excellent.

NNFI: Is the softened index of suitability that if the index is greater than 1/0 is equal to 1/0.
RMSEA: The square root of the variance estimation is approximate error which is reported as a decimal.
Among the mentioned indicators RMSEA and GFI are more important. Index of RMSEA for good models is 0/05 or less. The models that their RMSEA are 0/1 or more have poor fit. Also the GFI index with approaching to 1/0 shows good fitness model.
As can be seen in Table 1, indicators of compliance or goodness of fit are in relatively acceptable level.

### Table 1. Research Model Fitness Indicators

<table>
<thead>
<tr>
<th>Fit Index</th>
<th>Macro</th>
<th>Standard Values</th>
<th>Estimated Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees of Freedom</td>
<td>Degrees of Freedom</td>
<td>---------</td>
<td>186</td>
</tr>
<tr>
<td>Chi-square</td>
<td>Chi-square</td>
<td>Because on account of volume, sample is not suitable criterion</td>
<td>650/04</td>
</tr>
<tr>
<td>The Root Mean Square Error of Approximation</td>
<td>RMSEA</td>
<td>0/05</td>
<td>0/071</td>
</tr>
<tr>
<td>Normalized Fit Index</td>
<td>NFI</td>
<td>0/90</td>
<td>0/093</td>
</tr>
<tr>
<td>Not Normal Fit Index</td>
<td>NNFI</td>
<td>0/90</td>
<td>0/095</td>
</tr>
<tr>
<td>Comparative Fit Index</td>
<td>CFI</td>
<td>0/90</td>
<td>0/095</td>
</tr>
<tr>
<td>Root Mean Square Residual</td>
<td>RMR</td>
<td>0/05</td>
<td>0/054</td>
</tr>
<tr>
<td>Goodness of Fit Index</td>
<td>GFI</td>
<td>0/90</td>
<td>0/75</td>
</tr>
<tr>
<td>Amendment Goodness of Fit Index</td>
<td>AGFI</td>
<td>0/90</td>
<td>0/69</td>
</tr>
</tbody>
</table>

### 5.2. Structural Modeling

In this research used the confirmatory factor analysis model to test the measurement model and procedure analysis to confirm the research structural model. The following shows the output general models of LISRRL software that at the same time also included the structural model and the measurement model that at the following separated detailed and examined them.
Figure 2. The based model with t Values

Chi-Square = 650.04, df = 186, P-value = 0.00000, RMSEA = 0.071
Figure 3. The based model with procedure Coefficients

In structural model the Beta coefficient that represents the correlation between (hidden variables) appears at the charts that connects the latent variables together.

5.3. Research hypotheses Test

The first hypotheses test: Management commitment to service quality with a positive and significant procedure coefficient has a positive effect on job satisfaction. According to the results shown in the table, the effect of the independent variable on the dependent is supported by data and the procedure that connects these two variables together is positive and significant. For one unit increase of management commitment to service quality job satisfaction is increased by 1/12. Therefore, managers' commitment in manner of service delivery to employees through the empowerment, training and development and rewards can lead to emotional results like organizational commitment and job satisfaction that its reflection appears in organizational performance improvement.
Table 2. The results of hypothesis testing

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Factor</th>
<th>T statistic</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a positive and significant relation between management commitment to service quality and job satisfaction</td>
<td>1/12</td>
<td>7/47</td>
<td>Accept</td>
</tr>
<tr>
<td>There is a positive and significant relation between job satisfaction and organizational performance</td>
<td>0/85</td>
<td>5/76</td>
<td>Accept</td>
</tr>
<tr>
<td>There is a positive and significant relation between management commitment to service quality and organizational performance</td>
<td>0/16</td>
<td>0/91</td>
<td>Reject</td>
</tr>
</tbody>
</table>

The second hypothesis test: Job satisfaction with positive and significant procedure factor has a positive effect on the performance of organization and according to results shown in table the effect of the independent variable on the depended is supported by data and the procedure that connect these two variables together is positive and significant and for one unit increase in job satisfaction organizational performance increased 0/85 unit. Therefore according to researchers can be expressed that motivational approach cause to better performance in the organization and with motivational approach in workplace increased the job satisfaction and performance.

The third hypothesis test: According to results for the third hypothesis the effect of the independent variable on the depended is not supported by data and the procedure that connect these two variables is insignificant (at the level of 5 percent in insignificant) (t=0.91, B21=0.16). As a result with 95% confidence can be saying that management commitment to service quality have not positive effect on organizational performance. Therefore without public participation there isn’t improvement of organizational performance. All people should realize the benefits and necessity of improving the quality. But before other employees, senior managers should be committed to make changes and quality improvement because management commitment and
sight of high levels is the precondition and prerequisite for quality service and management commitment is the key factor that must exist before start of the process.

**Conclusion and Recommendations**

Organization that achieve to a higher level of services quality will have a higher level of customer satisfaction as a prelude to achieving to sustainable competitive advantage. In these organizations the high level management of organization should always play a role in improving the level of services. According to done research, management commitment in manner of service delivery to employees is as manager will to improvement of service quality to himself organizational unit to better doing to customers. According to that, the management commitment to service quality in current study is consist of several dimensions like: empowerment, employees reward, customer service training and customer orientation, therefore since the managers undertake the task of teaching to employees their information must be update and regularly participate in in-service training. Also should be special attention to empowering managers. Empowering means that in people create the enthusiasm of work and activity and also it means that mobilized the intrinsic motivation to create a task. Research shows that the training, empowering, customer orientation and reward are the best criteria for research in regarding to management commitment in manner of service delivery to employees. Training, empowering and reward play the important role in elicit of effective reactions from employees. According to researchers, any of these factors are not enough to create job satisfaction in employees to achieve the higher levels of performance. Implementation of training at the same time, empowering, customer orientation and reward cause to dramatic effect on job satisfaction and employees' commitment and finally, organizational performance.
References


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