

## The role of job satisfaction on increasing service quality

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**Abstract:** Due to the positive and direct effect of job satisfaction on the provided services and consequently on organizational profiting, paying attention to the behavior can be a way for enhancing organization effectiveness that was not considered before so much. How to motivate servicemen in organizations that could perform their role and affairs and consequently it could be concluded that the customers have assuredly perceived a highly qualified services is one of the main issues that are faced by customers in providing better services, it enables the organization to maintain their customers as well as obtain new ones. So we attempt to show how job satisfaction can enhance the quality of services.

[Ali PourMahmoudi. **The role of job satisfaction on increasing service quality.** *Life Sci J* 2013;10(1s):315-319] (ISSN:1097-8135). <http://www.lifesciencesite.com>. 51

**Keywords:** Job satisfaction, Job enrichment, Job security, Quality of service

### 1. Introduction

Undoubtedly a human force in all the centuries were considered as the most important factor to achieve to develop and always has been as an engine for development. Contemporary, human beings attain to extraordinary advancement in the field of science and technology, despite of the role that technology play in fulfilling the economic and industrial developments, not only the human force does not lose its color but also paying attention to human source as a creator and technology applier have found an increasing essentiality and are considered as a most effective pillar of economic, social and cultural transformations (Stinglhamber, F., & Vandenberghe, C. (2003) . Human force is the most important element in any system that can lead the country towards developmental goals. Proper use of human force as a most valuable and greatest wealth in any societies was considered by state, in the other words, it can be stated human is either the target or device for development and enacting the development goals is significantly dependent on the style of administrating and managing this vital wealth and resource. Now a days, world is a place in where man has reached to the highest frontiers of science and technology (Xu, Y., & Geodegebuure, R. (2011). Acceleration and booming the developmental activities, changes in lifestyle, and risks threaten the development are considered. Lester Taro states that any community is interested in playing the effective role in the third millennium and the way should be paved for those wishing to expand their knowledge and grow their intelligence capacity. Health, health protection and promotion as a core of job satisfaction and as an effective concept have a great impact on the organizational productivity and its efficiency and by performing it employees will have more flexibility in controlling and conducting their own tasks. In the essay, we try to review the definition of such concepts as job satisfaction and service quality or

addressing the effective factors, additionally the interrelation between these two and their portion in realizing the targets and plans as well as achieving to organizational success also improving the service quality and customer satisfaction are examined.

#### 1.1. Job Satisfaction

One of the main issues raised in the organizational literature is on "job satisfaction". Job satisfaction is one of the most important and common research topics in the field of organizational behavior. Investigating and studying the job satisfaction have a long history in industrial and organizational psychology. Job satisfaction is an object that possesses a special place in management and most of the thinkers believe that increasing the job satisfaction can be associated with developing human resources. In different sources, several or sometimes contradictory visions and concept-formations were shaped on definition of "job definition". In the concept of job security, the issues such as job changes, job loss, and lack of access to good jobs are included. Therefore industrial and organizational psychologists believe that job security is one of the factors for creating job satisfaction. Security needs are evident and common among most people. All of us desire to be secured from the life injuries like wars, diseases, and economic or job instability (Rogers J.D., Clow K.E. and Kash T.J. (1994). Thus, individuals and organizations are desired to be assured partly on being safe as much as possible against such disasters. "Some scholars like Herzberg know it with two dimensions of motivation factors (internal or mental factors) and hygiene factors (external factors). Motivation or mental factor are originated from doing job and make the person satisfaction and they are internal and mental rewards that are essential for conducting the tasks, such as successfulness, advancement and appreciation. While identifying hygienic and external factors are mostly interrelated to job circumstance

and background in order to providing and preserve organization health, they maintain the employees and include policy, regulation, job circumstance conditions, wage and salary, personal relationship with colleagues and job security. Lack of these factors may make the persons dissatisfied and leave the organization and threaten its entity. Thus Herzberg knows them necessary in order to provide and preserve the organization hygiene and health. The second group is the effective factor in creating motivation and their existence make the individuals motivated and satisfied and lack of them is a reason for decreasing personal satisfaction. So lack of the second factor is equal to lack of attitude. According to Herzberg, the effective factor on motivation are success in job, recognition and appreciation of people and their work, career development and advance, personal growth and the nature of work and duties. "Hapak" knows the job satisfaction a complex and multi-dimensional concept that relates to social, mental and physical factors. In his opinion, just a factor cannot create job satisfaction for a person but also a combination of several factors will be cause for satisfaction in a given time. An individual may possess a specified amount of satisfaction based on the importance of different factors such as income, social position, and job circumstance condition. Job satisfaction is the extent of positive emotions and attitudes that an individual has toward their job. When somebody tell us about their job satisfaction means that he/she really love his/her job with fine sense about it and give value to it. Job satisfaction is the satisfaction (in the sense spiritual joy from satisfying the needs, desires and hopes) that the person gets from his own job. Job satisfaction is a collection of compatible and incompatible feelings by which people view their jobs (Di Xie, 2005). "Ginsberg" et al has divided job satisfaction into two different types:

#### 1.1.1. Intrinsic and extrinsic satisfaction

- 1- "Intrinsic satisfaction" comes from two sources. The first one is the feel of pleasure that is obtained by human just by employment and activity. The second is the enjoyment that is gained by observing the progress or fulfilling some social obligation and advent of personal capabilities and desires.
- 2- "Extrinsic content", which is associated with conditions of employment and the workplace also, is changing by every moment. Job circumstance conditions, wage and salary, type of the job, the relationship between the employees and employers are the instances of the extrinsic satisfaction. It is appears that intrinsic factors which consist

of personal characteristics and factors are more stable than the extrinsic factors like job circumstance. The job satisfaction is resulted from the interaction between intrinsic and extrinsic factors.

The factors that lead to Herzberg job satisfaction are distinct from those that lead to job dissatisfaction, including hygienic factors or external factors, and the second is motivational factors or internal factors. According to many authorized scholars the difference between what is owned by someone and what it is sought by him can be as an indicator for job satisfaction. In Ginsberg's theory an important role in selecting a job is related to compulsions such as parental occupation, their pressures, social and economic factors in families and restricted opportunities

#### 2.1. Effective factors on job satisfaction

"Job satisfaction" depends on several factors that come together will lead to desired result, and occasionally lack of just one factor makes people unsatisfied. The factors such as wages and salaries, social status, occupational prestige, occupational promotion, job security, physical conditions of workplace, organizational structure and culture, relations among colleagues, paying attention to the personal characteristics, performance evaluation, fitness, flexibility, innovation and approaches that will be reviewed briefly in this paper.

#### 3.1. Income or wages:

The factor can be considered as a most important effective factor for all job groups. Considering the personal differences and consequently differences in perspectives toward money, we can image different posts. It is appeared that the factor is more important for those who cannot reach to satisfaction via other ways. In some cases, it is seen that most people attempt to do other jobs even with lower prestige because of salary shortage.

#### 4.1. Job enrichment:

Job enrichment refers to efforts are conducted to make the job more interesting and challenging. By complicating the jobs, giving more responsibility against the product and combining the job elements that were already done by different individuals, and now are conducted as a whole, the goal can be achieved. For example, Volvo Car Corporation possesses a group of workers who assemble the final pieces, and less applies the traditional approach of the production line in which each worker worked on a particular piece. Initial studies on job enrichment excitingly indicated the great success of this approach, but in more precise research, it was cleared that the initial claims about it were much exaggerated. Sometimes, workers are complaining on enriched jobs. Additionally changing

jobs can also improve the performance as much as job enrichment.

### 5.1. Participation in decision-making:

Allowing (and sometimes encouraging) the staff to involve in decision is taken by company or organization is named decision making. Although here, the last word is talked by managers, the employees are encouraged to express their opinion at the beginning of the decision-making process. It seems that this approach will increase job satisfaction.

### 6.1. Flexible hours of Work:

Companies with flexible hours of work allow their workers to determine their work plan by themselves while adapting it to company needs. When all employees working in the same turn, traffic jams, crowded restaurants and difficulty in meeting personal needs, such as medical appointments or banking affairs would be resulted. Using flexible working time may minimize these problems and employees coming to feel that their life is in their hands. Reports indicate that the flexible working hours reduce the indirect signs of job dissatisfaction namely the slowdown of work, absenteeism, and job changing.

### 7.1. Security

Job security means that someone knows surely that he will continue his own job for years. Also employees need to do a good job. Job security sometimes is more important than the money because an individual is interested in having permanent job even though his salaries are not high. Job security is needed so that it attracts people to governmental jobs and forces them to leave free jobs.

### 8.1. Job promotion

The other factor for job satisfaction is that all workers and employees surely know there is a chance for job promotion and enhancement for them and they can enjoy it by preparing the required and cleared condition such as high skills and upgrade to higher degree, highly salaries and wages.

### 9.1. Services:

Investigating the developments during the recent years suggests that the services are expanded broadly and the trend will continue much faster for the next years. Industry will be undersized and services will be expanded. So that manufacturing and servicing institute in all governmental, cooperative and privative sections gradually find that just a product cannot distinct them from other but also the side services should be considered in production section, in this part different dimensions of services will be addressed in addition to defining services (Porter, L.W.et.al.1974). In the report of "Trade and Development", UNCTAD defines

services as actions that results from a productive activity and influence the changing in status or position of an interested. In general, the term of service applies against the terms of products that actually imply some kind of segmentation based on tangibility. Thus, services as a product are not distinguishable from its production process and their impacts are not separable from beneficiaries.

### 10.1. Service definition:

Various scholars have so far different definitions on service and serving systems. Here, Lovelock et al definition of the service is provided. From their perspectives, services are economic activities that produce value for clients at the given time and place. They believe that these activities will convey a positive desired interpretation to any client or service recipient. Services are jobs and actions are transmitted from one to the other one. Although may be possible that this process is closely tied to a physical product, this is necessarily intangible and often not lead to ownership of production agents

### 11.1. Types of Services

In terms of type of services, they can be divided into the following three categories:

- 1- Specialized Services: These services include the ones are quite limited and produced based on customer demand and provided to customers. Desirability of the services is completely dependent on the customer` will on time, place and other terms of service. The cases such as such as housing agencies, educational consulting institutes and construction companies are among these.
- 2- Mass services: These types of services are more provided to so many of customers in particular and limited types. The time era of this service has been specified and is offered to all customers similarly. Transportation firms and insurance companies primarily provide these types of services.
- 3- Service Factory: In these services, customer plays an important role in the service production. So that without customer the production process would not be running. The types of industries that are interpreted as services include restaurants, educational centers, banks, airports.

Special characteristics of the services and their differences to goods generally, there are so many differences between the service and goods production sector. But four main characteristics that distinguish goods and services from each other can be outlined in intangibility, variability, and inseparability and un-storability. In

following sections each of these features will be reviewed:

**A) Intangibility of the services:** services are intangible; namely they cannot be seen, touched or felt before purchasing. Therefore, there are a kind of confusion, doubt, fear and uncertainty in customers when they are going to shop services. So customers are looking for the facial evidence suggesting the quality of service. Customers' conclusion about service quality is partly originated from the observations and perceptions on the places, people, equipment, and communication devices tools. So, one of the studied aspects in relation to service quality is their intangibility and physical aspects. Marketing experts are obliged to make the services intangible and show their benefits. For example, airports have to show people comfort and safety in accessing to their needed facilities throughout the country and make them intangibility (Brown, T., G.A. Churchill, J.P. Peter. 1993). As well as taking photographs, videos, catalogs, introducing current customers, decorations and paintings are as tools that can be used by marketers to make the services more tangible.

**B) Dissimilarity and discontinuities of Service:**

Service quality varies widely. This means that the quality of a service depends on service provider, time, place and the manner service is provided. Therefore, considering the variety of capabilities and functions that people have, the quality of service will be different. Employees, who have been successful and very good during a week, may be lazy, weak or unwilling a few days later.

**C) Service inseparability:**

A commodity is produced firstly, and then possibly it will be stored and eventually sold. But the service is first sold, then produced and will be consumed simultaneously. In most cases consumers cannot and will not separate the services from their provider and condition or position of their acquisition.

**D) Services cannot be stored:**

Although the products can be stored for later sale or use, it is not correct for services. In other words, services are ephemeral. Therefore we can say that the cost for warehousing the services is equal to sum of the costs are expensed to service providers in addition to the instruments required by for the service. In fact, it is difficult to cope with fluctuations in demand; because both the services production and consumption will occur simultaneously. Due to this feature, accurate predicting the demand for balancing in supply and demand is very important. It is possible that service organization customers enter suddenly in to it and apply immediately their demands. Therefore, when a service is demanded highly, some possible strategies can be named such as part-time forces,

using customers in providing some services such as self-services, filling the forms, exploiting modern technologies, serving fast and decreasing the additional factors (Shore, L.M., Barksdale, K. and T.H. Shore (1995).

**12.1. Job Enrichment**

Job enrichment is a term that is discussed in many organizations, corporations, institutions. In job enrichment, it is tried to create a higher sense of challenge and success in doing job so that conducting professional tasks must lead to personal boasting along with a sense of responsibility. The purpose of job enrichment is not merely a greater variety of jobs, but according to Scott Myers (M.scoot) investigation on tax investment and his expression, it means that each employee is able to advance to the management level. Thereby the employee's job will be enriched and he conducts administrative and controlling task based on the importance of his work.

**13.1. How job is enriched:**

A job can be enriched by diversifying as well as via the followings:

- 1- Employees should be granted more freedom in decision-making on affairs such as procedure, steps and orders of doing jobs or allows them to take decision on accepting or rejecting important affairs.
- 2- Granting individual accountability to employees in their duties and tasks.
- 3- Passing the stages to ensure that people are able to see how their tasks has a positive impact in production and bring prosperity for institution
- 4- Giving feedback to superior job performance of employees before notifying their supervisors
- 5- Involving employees in analyzing and changing the physical aspects of the workplace such as office or factory layout, temperature, lighting cleaning and....

**14.1. Quality:**

Quality management is a philosophical-managerial viewpoint which opens its own room in communities by increasing high speed and found its principal on the customers' needs and initiatives, the way for providing services and quality promotion. The same attention to quality and strive to constantly improvement plays an essential and important role in quality development. In recent years, quality development management systems are evolving rapidly. Since two past decades, simple inspection activities have been replaced or complemented by quality control approaches. Quality certifying has been created and grown till continues quality improvement and Total Quality Management (TQM) is used instead all of them. Quality is a term which



despite of its antiquity has not clear and similar definition (Farrell, A., A. Souchon, G. Durden. 2001). Reviewing academic literature indicated that quality was investigated from four different aspects: from philosophy perspectives in which the definitional aspects are focused, from economic view through which the maximization of profit and market balance (equilibrium point) are emphasized, from marketing visage that purchasing behavior variables and customers' satisfaction are highlighted. From operational management sight that activity engineering and production control are stressed. Quality has a different meaning:

In philosophy and cognition theory quality is the nature if something. Example: its quantitative or qualitative properties.

In economic issues: quality and desirability are characteristics of a product and its supplier (not only in terms of quality but in terms of quantity, value, etc.) that make it demandable and marketable.

In Social and personal terms: competency, deserts and merits of a company and its productions for entering, durability and developments in market.

Relative attribute is the word of "quality" and sometimes its plural form as "Qualities". The term of "quality and quantity" in Persian may used as how and how much. Quality is versus the quantity. The nature of an object named as quality of the object as well as content includes the quality

## 2. Discussions

Having aware and loyal employees is the most important success factor in any organization. The main priority in any business is to attract and retain competent and committed employees. Failing in this affair means losing the performance, not growing and losing the business. Successfulness in competitive world belong to the companies that know the expert, committed and loyal employees as their own capital and the degree of their success depends on their investment on the employee's job satisfaction. Many of the authors believe that human resources are the just competitive privileges that can turn the potential forces into active ones by proper and accurate actions and drive them into organization direction. The organizations without human resources can never achieve to their goals. In the other words, human resource plays an important role to retain the market competitiveness. It is the most important factor in creating positive workplace an enhancing service quality, managers' personal behavior, job prestige, social prestige and organizational structure proportionate to organizational goals. By thinking

and pondering the mentioned issues and considering the strategic affairs or conclusive leading the organization toward the goals that recall the undeniable and important role of managers can be effective in plan success or failing, they are the best choice for them to raise the success pike, movement based on the managerial approach relied on the human resource satisfaction and increasing the services quality.

## Acknowledgements:

Author is grateful to the persons for financial support to carry out this work.

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12/29/2012