Study of the relationship between job satisfaction and service quality: A Case study in Tejarat Bank in Amol, Iran

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Abstract

Nowadays, only organizations meet the appropriate status in the competitive area that their main activity is directed to meet the needs of their customers and satisfy them at lowest price and best quality. In fact, successful and effective presence in local and world competitive markets with optimal use of facilities and appropriate utilization of new sources to produce and provide appropriate services with appropriate quality based on the customer satisfaction is an inevitable requirement. The main purpose of the research is to study the relationship between job satisfaction and banking service quality at branches of Tejarat bank in Amol. In this study, two standard questions meaning Lin's job satisfaction and Serqual's service quality have been used to collect information. The sample consists of 110 people employees and customers of these branches. In this study, based on Krejcie & Morgan's table, 86 workers and 384 customers of Tejarat Bank in Amol are chosen as samples. The results of the study indicated a positive and meaningful relationship between job satisfaction and service quality at branches of Tejarat bank in Amol. Results have shown the meaningful relationship between job satisfaction of workers and all aspects of service quality at branches under study.

Keywords: job satisfaction, quality of banking services, Tejarat Bank, Sequel's model

Introduction

Nowadays, only organizations meet the appropriate status in the competitive area that their main activity is set to meet needs of their customers and satisfy them at the lowest price and the best quality. In fact, successful and effective presence in local and world competitive markets with optimal use of facilities and appropriate utilization of new sources to produce and provide appropriate services with appropriate quality based on the customer satisfaction is an inevitable requirement (Kazazi, 1999).

In the past, because of many reasons such as excess of demand over supply and limited competition, the needs and requirements of the bank customers were not so concerned and people were to receive their needs at any quality. In recent years, because of private bank establishments and excess of competition, banks in order to survive, increase profitability and their market share were forced to provide more diverse services with better quality and fit with needs, desires and tastes of their customers. In fact, it is implied that nowadays, transcendental service quality is the prerequisite for the banks to succeed. On the other hand, customer awareness of the other banks´ service quality has increased and by increasing the number of the competitions, they do not accept any type of services (Ardakani, Mirfakhrodini & Zareian, 2000).

Parasuraman, Zeithamel and Berry (1985) have done a lot to obtain the quantitative, public and scrutiny measure to evaluate the service quality. Their approach was to search service quality

evaluation in a status that customers compare what service organizations has to provide to their opinion (expectation) with the perception at the time of providing services in practice. They have identified ten major determinants for the quality of perceived services: access, communication, skill, manners, reputation, trust, accountability, customer safety, tangibility and perception. Parasuraman and his colleagues´ model for service quality evaluation indicate that customers´ perception of the quality is influenced by these five gaps:

- Gaps between management imagination of the customer expectation, criteria and service quality specification.

- Gaps between the service quality criteria and the provided services in practice.

- Gaps between the provided services and the promised services.

- Gaps between the customers´ expectations and the services that are received in practice (Parasuraman, Zeithaml & Berry, 1985).

Job satisfaction and life satisfaction are related on average and positively. In other words, workers by positive approach in comparison with people by negative approach to working and life are more interested in satisfaction of life and work and get unhappy with work later (Karderbaladehi, 2012).

Pundits believe that job satisfaction is a kind of approach and defined job satisfaction as person´s approach to job and in simple words how someone feels about his job and its diverse aspects (Seyed-Javadin, 2006).

Many researchers believe that discussion about job satisfaction has to be considered based on system approach in relation with other variables. Multifaceted approach to job satisfaction which is a cognitive approach is intended to states that which components make job satisfaction or dissatisfaction. This is of great significance (then, to improve or promote them) for the organizations intending to identify the bases for dissatisfaction (Karderbaladehi, 2012).

Existence of dissatisfaction in workers makes them not do their best on the expected responsibilities. As a result, the organization goes on with the least efficiency. This will harm the development and promotion of organization. In human resource management, the phenomenon of job satisfaction is one of the measures of life quality. There is no doubt that people who are satisfied with their jobs, feel to have achieved success at the end of the day. The more the adjustment of the employees with organizational goals, motivation, the performance and the employees´ job satisfaction also increases (Hoy & Clover, 1986).

Service quality is a complicated topic and its definition consists of five aspects: physical aspects, reliability, responsiveness, assurance and empathy which are used to state gap definitions. This gap is based on the difference between the customers´ expectations of services and implications and their comprehension of what they receive. Considering the importance of the quality in competitive areas, service quality is known as one of the key issues (Bahreini, Shah-Alizadeh & Noraee, 2009).

To identify the factors influencing the service quality is also of great importance in all organizations, especially the banks. It seems that job satisfaction may influence on the quality and performance of the bank workers by increasing the motivation. Identifying the relationship between these two means that job satisfaction and the quality of the provided services are significant. So, this question arises that there is a relationship between job satisfaction and service quality of Tejarat Bank in Amol? For this purpose, the researcher studied the relationship between the worker job satisfaction and the service quality of Tejarat Bank in Amol. Serqual model, in this study provides solutions to worker job satisfaction which consequently improve service quality, acquisition of more capital and customers.

Review of literature

The researcher surfed the internet, searched the library sources and specialized magazines to obtain the research background, but a research which identically surveys the relationship between job satisfaction and service quality was not found, so below are a few examples in brief that are related to the research in a more general level:

Noralizadeh (2013) in his masters´ thesis has surveyed the relationship between the worker life quality and the banking service quality at superior and Tejarat Bank branches of first class in Mazandaran. Research results indicated a positive and meaningful relationship between the work life quality and the service quality at Tejarat Bank branches in Mazandaran Province. Results were also caused by the positive and meaningful relationship among all aspects of eight dimensional work life qualities with service quality at the surveyed banks.

Hoseini and Ghaderi (2010) studied and identified the influential issues on banking service quality in a research. In this study, after two phases of distribution of questionnaires and evaluation of the achieved results, they obtained 50 indexes as the most significant influential indexes in banking service quality. These nine factors were workers´ behavior, accountability and skill of employee, innovation in banking services, profit and facilities, way of responding and providing banking services, physical facilities of the bank, reliability and diversity in services and ease of service respectively.

Salehnia and Mahmod-Abadi (2010) in a survey, after identifying the appropriate service quality from the customers´ point of view (studying the customers´ expectations), identified the present service quality status of governmental banks, the name of the banks in division (customers´ perception) and compared with the appropriate status. The statistics community of their research was the customers of Isfahan governmental banks. Research results indicated that the empathy factor was the most important and responsiveness factor was the least important factor about appropriate service quality from the customers´ point of view. However, studying the customers´ perception show that in all the seven banks under study, the banks pay the least attention to the empathy factor and in five banks, the greatest concern was for tangible and physical factor.

Ardakan, Mirfakhrodidni and Zareian (2009) evaluated the banking service quality, set priorities and solutions to improve them by use of the gap analysis model in a survey. Research results showed that there is a meaningful difference between the workers and customers´ views. Based on the research results, factor of "speed in providing the needed services for customers" was recognized as the highest priority component in order to take corrective measures.

Malmir (2009) studied the influences of life quality factors on human resource performance of the organization in a research. In this study, he surveyed the relationships among seven factors out of eight factors. Valton's model of work life quality consists of: paying enough fee, safety and health factors, career opportunities, legalism, social dependence of work life, integration and social cohesion, development of human potentials by performance and their influences. Population of this study was 510 people, based on the formula. 129 people were chosen as statistical sample. Research results indicated that all stated that factors influencing the performance and organization could improve the performance level by improving these factors.

Okpara and Wyn (2008) studied the job satisfaction and organizational commitment in a research. Their research result indicated a meaningful relationship between job satisfaction and organizational commitment.

Chi Roz and colleagues (2008), in a research titled "work life quality analysis and job-related variables", studied a sample of 475 electro-technical industry managers at a free trade zone in Malaysia. Their research result indicated that job satisfaction, career success and occupational

balance predict 63 percent of work life quality variance. Generally, results indicated that there is a positive and meaningful relationship between job satisfaction and work life quality.

Kroger and his colleagues (2002) concluded in their research that work life quality is one of the most important assumptions to motivate people and improve job satisfaction. Their research results indicated that job satisfaction has a multi-dimensional meaning and is the result of general assessment of work space and content. The result of this study also showed that all aspects of job satisfaction are related to work life quality and also work life quality improvement would increase job satisfaction.

Materials and Methods

This research is a survey-correlation because the researcher intends to obtain data out of research results and define them with no change and determine the relationship between job satisfaction and the service quality at Tejarat Banks of Amol. Population in this study is all of employees of Tejarat banks of Amol city consisting 110 people and all of these Banks´ customers that can be considered unlimited population.

In this study, based on Krejcie & Morgan's table, 86 employees by random sampling through available method were chosen as samples of the target population. Two questionnaires were used to collect data in this study:

Job satisfaction questionnaire: This questionnaire was provided by Linz (2003) and consists of 13 questions with five option ranges (totally agree, agree, no comment, disagree, totally disagree) and scores 5,4,3,2 and 1 will be assigned to them respectively.

Service quality questionnaire: Serqual's standard questionnaire consists of 32 questions. These questions have two response groups by five option ranges. The first group is the existing status evaluation by five option ranges (totally disagree , disagree , apathetic , agree , totally agree) , scores 1 ,2,3,4 and 5 are assigned to them respectively. The second group is the significance level of all influential factors on service quality that are arranged in five option ranges (completely unimportant , unimportant, average, important, completely important) and scores 1,2,3,4 and 5 are assigned to them respectively.

The questionnaires were distributed and gathered by the researcher in a personal attending way at Tejarat Bank branches of Amol city. The supervisors and counselors and other academic experts´ views have been used for elevating the validity of questionnaires.

Although standard questionnaires have been used in this study, but in order to ensure the reliability of questionnaires, 15 questionnaires among Tejarat Bank´s employees of Amol and 25 questionnaires among the target bank were distributed and gathered. Then, the questionnaires were evaluated by use of Cronbach's α test. Because the α score for job satisfaction was calculated as 0.88 and α score for banking service quality was calculated to be 0.83 and both were more than 70٪ , the questionnaires were recognized reliable.

Research hypotheses

Main hypothesis: There is a meaningful relationship between worker job satisfaction and physical factors influencing the service quality of Tejarat Bank in Amol.

Secondary hypotheses:

1. There is a meaningful relationship between the worker job satisfaction and the physical factors influencing the service quality of Tejarat banks in Amol.

2. There is a meaningful relationship between the worker job satisfaction level and the customer trust level to Tejarat banks in Amol.

3. There is a meaningful relationship between worker job satisfaction at Tejarat Banks of Amol and their responsiveness level to the customers.

4. There is a meaningful relationship between worker job satisfaction at Tejarat Banks of Amol and their customer trust level.

5. There is a meaningful relationship between worker job satisfaction at Tejarat Banks of Amol and the empathy level of workers and customers.

Data Analysis
The descriptive analysis of data is as follows:

Table 1. Job satisfaction

Row	Parameters	Mean	SD
1	Require applying skills at work	4.19	0.83
2	Receiving the needed trainings for job	2.99	1.29
3	Having enough time to improve skills	4.08	0.87
4	Challenging and interesting aspects of the job	3.92	0.99
5	Satisfaction and worth of job duties	3.91	0.90
6	Providing new challenging choices by job	4.08	0.89
7	Love working in the organization	3.84	0.87
8	Perceive the relationship between the job and the organizational goals	4.08	0.89
9	Importance of the job done by the person for success of the organization	4.02	0.94
10	Doing a real worthy job	4.05	0.98
11	Feel doing and completing something everyday	3.89	1.30
12	Personal control over the job process	3.81	79.0
13	Suitability of the amount of work being done	4.06	4.06

Based on the data in table 1, Likert range score average on their 13 questions are extended from 2.99 for "receiving required job trainings" to 4.19 for "require applying skills at work". Meanwhile and based on the order of calculated averages, " having enough time to promote skills", "providing new challenging choices by job" and "perceiving the relationship between job and organizational goals", each are placed by 4.08 average. After these three parameters, " suitability of the amount of work being done by 4.06 average" , "doing a real worthy job" by 4.05 average, "challenging and interesting aspect of job " by 3.92 average , " satisfaction and worth of job duties " by 3.91 average , " feel doing and completing something every day " by 3.89 average , " love working in the organization " by 3.84 average and finally " personal control over the job process " by 3.81 average are placed. The table indicates very well that Amol Tejarat Bank workers have job satisfaction on average and medium to high.

Results of descriptive statistics show that there is a meaningful gap between customer expectation and perception and service quality. In all parameters, customer expectations were higher than their perception, the existing status of the bank. Only for physical elements, the existing status of the bank was in a better condition than customers´ expectations, although a meaningful difference could be seen between the customer expectations and perceptions. In general, bank customers were satisfied with Tejarat banking service quality in Amol, but expect that this status be improved and the mentioned bank try to improve this process.

According to Spearman's correlation coefficient (table 2), it is clear that there is a positive and meaningful relationship between job satisfaction and all section elements and sections of service quality at Tejarat Banks of Amol. So, it could be stated by 99٪ confidence that there is a meaningful relationship between the independent variable and the dependent variable. Thus, the research hypotheses have been confirmed and the null hypothesis has been rejected for all cases .

Table 2. Correlation of the job satisfaction and the banking service quality dimensions

variable	r coefficient (r)	Sig. (p)	Assessment result
Service quality	0.937	0.000	+
Physical elements	0.816	0.000	+
Trust	0.807	0.000	+
responsiveness	0.765	0.000	+
certainty	0.618	0.000	+
correlation	0.511	0.000	+

Discussion and conclusion

According to the confirmation of all research hypotheses, it can be stated that job satisfaction could have a positive and meaningful influence on banking service quality by employees of the banks under study. This means that the more authorities concern the increase in employees' job satisfaction, authorities and managers try to improve their employees' satisfaction. It is natural that the clerks be more satisfied with their status and consequently do their duties with more interest, motivation and seriousness. The more the workers provide services eagerly, it is natural that the services will be improved and will have better quality. This event leads to the increase of customers´ satisfaction and it absorbs more customers to the bank. In the present competitive world, as proved in similar studies, satisfying the customer is important and it can have a great role in maintaining customers´ loyalty. So, authorities and decision-makers of Tejarat Bank should follow the increase of the customer satisfaction. Research results indicated that one of the ways to achieve this important goal is to improve the level of employees' job satisfaction and job status.

Because no research has been done on the relationship between the job satisfaction and the bank service quality yet, results of the present research cannot be compared to similar studies. Malmir (2009) and Noralizadeh (2013) research results indicated that work life quality has a meaningful relationship with the service quality and it can influence it. These research results could be the confirmation of the present research results, because the work life quality increase improves the job satisfaction itself and could be involved in the service quality and influence it.

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