

A Study on the Relationship between Organizational Commitment and Service Quality of the Employees of Roads and Urban Development Headquarters of Iranshahr City

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Abstract: Nowadays, organizational commitment is an attitude about loyalty of employees to the organization and an ongoing process by which members the organization show their interest in the organization, its success and continuous efficiency. One of issues influenced by the organizational commitment of employees is the quality of service of the employees. This study aimed to investigate the relationship between organizational commitment and service quality of the employees in the Roads and Urban Development Headquarters of Iranshahr City, which is a descriptive study of correlation type. The population of the study is comprised of experts and directors in this headquarters that is about 300 individuals. The sample size was determined using Cochran sampling formula that was 169 individuals. The random sampling method is used in this study. Standardized questionnaires are also used to collect data. Content validity and supervising professors' opinions were used to determine validity, and Cronbach's alpha was used to determine the reliability that was 0.820. The data obtained from the questionnaire were analyzed into two descriptive and inferential statistics groups, and in inferential statistics the data are analyzed using the Spearman correlation test and multiple regression by SPSS 19 software. Overall, the results suggest that there is a direct relationship between organizational commitment and quality of the employees.

Keywords: Organizational Commitment, Emotional Commitment, Continuous Commitment, Task Commitment, Service Quality.

INTRODUCTION

The fact that the perceived product quality is becoming the most important factor of competition in the world of business is why the current era is called "age of quality". The quality of a product or service is the degree of its conformity to the standards defined for that product or service. In other words, quality means to satisfy the needs of the consumer (Zairi, 2000).

Sommer (1994) believes quality is the degree of difference between the perception and expectations of customers from services. Quality is a multidimensional phenomenon. Therefore, it is not possible to achieve service quality without identifying important aspect of quality. Gronroos (2000) notes the three dimensions of technical quality of outcomes, task quality of service encounter and image of the company in his discussion of the service quality. Cutler et al (2003) reported that quality consists of two dimensions: the technical and functional. Technical quality refers to the tangible aspects of services, and in general, to what is delivered to the customer. Functional quality refers to non-tangible aspects of services and how services are provided. In particular, functional quality refers to the way employees and customers interact during service delivery. Therefore, the quality of services offered by the employees is always critical to organizations; and it seems that this is not possible without the commitment of the employees to the organization.

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On the other hand, managers of organizations have well found out that the most important factor in obtaining competitive advantage is human resources of organizations; therefore, attention to commitment and loyalty of human resources to the organization, and doing the roles assigned to them and even functions beyond roles of human resources as well as possible, is one of the major concerns of managers of organizations.

Organizational commitment is an attitude and a mental state that reflects the desire, need and obligation to continue working in an organization. Organizational commitment is a kind of a sense of belonging and fixation to the organization. Therefore, organizational commitment is an attitude towards the loyalty of the employees to the organization, and is an ongoing process through which members of the organization show their interest in the organization and its continuous success and efficiency (Majidi, 1997, p. 32).

The issue and the question that is arisen here is how the organizational commitment of employees affects the quality of the services provided by them, and whether by increasing commitment of employees to the organization, can the increase of quality of the services be expected? Therefore, this study examines this relationship answer the above issues.

LITERATURE REVIEW

Organizational commitment

Organizational commitment is a relative degree of personal identification in a certain organization and his/her involvement and participation in the given organization. In this definition, organizational commitment includes three factors: 1) Strong belief in organizational goals and values; 2) Tendency to noticeable efforts for the organization; and 3) Strong and deep desire and wish to continued membership in organization (Astires & Porter, 1983). Meyer and Allen (1991) have divided organizational commitment into three following dimensions:

- 1- *Affective commitment*: This part of organizational commitment is defined as sense of belonging to an organization, which is characterized through admission of organizational values as well as tendency to sustainability in the given organization.
- 2- *Normative or task commitment*: Normative commitment is defined as a perceived task to support from organization and its activities and it denotes the sense of owning and requirement for maintenance in the organization in which the personnel may think are responsible for continued activity and support from the organization.
- 3- *Continuance commitment*: It is caused by perceiving the rising lost costs in an organization. The lost costs are some expenditure for an activity or project that could not be recovered. Thus, if someone possess continual commitment so s/he will be sensitive to raise such costs.

The providers of this model argue that it is better to consider normative, continuance, and affective commitment as the constituent elements of commitment rather than certain types of it since if they are some special types of commitment thus the person as a member may feel a little sense of requirement and duty toward staying in organization.

One of the most common methods of treatment with organizational commitment is that to consider organizational commitment as a type of emotional and psychological dependence on the given organization. According to this method, the person, who is extremely committed to his/ her organization, acquires his/ her identity from the organization and participate actively in the organization and integrates into it while s/he enjoys membership in his/ her organization (Rezaeyan, 2010:165). Therefore briefly loyalty to organizational values and goals, sense of belonging, and attachment to staying in the organization are called organizational commitment. In a study which has been carried out by Meyer and Allen, it was

characterized that each of definitions from organizational commitment refers at least to one of three dimensions of affective, normative, and continuance commitment.

Connor and Patterson have recommended organizational commitment model in order to create commitment among personnel so it has been represented based on three bases:

- 1- Sense of enthusiasm to job
- 2- Sense of belonging to organization
- 3- Sense of belief in leadership and management

These three senses cause creating organizational commitment triangle and their relations has been drawn in the following figure.

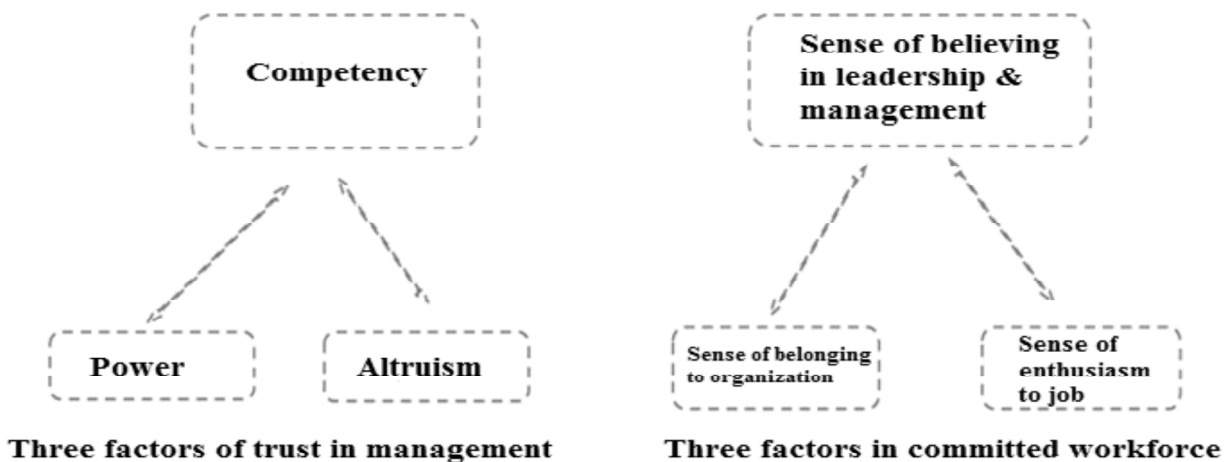


Figure 1: Connor and Patterson's organizational commitment model (Connor & Patterson, 1992)

Service Quality

The first articles published in the field of service quality (in the first half of the 1980s) have described the concept this way: "perceived service quality as a result of comparing the customer's expectation of service offered by the service provider and the actual performance of the service provider" (Lewis and Booms, 1983, pp. 125-144; Lehtinen and Lehtinen, 1982, pp. 25-38; Gronroos, 1983, pp. 36-44).

Three researchers named Parasuraman, Zeatamel and Berry provided a conceptual model and definition of the service quality in 1985 for the first time: direction and amount of difference between perception and expectations of customer from service. They also provided a tool to assess the service quality called SERVQUAL three years later (1988) for the first time (Parasuraman & *et al.*, 1988) that is the most important measure for studies in this field of marketing in the world, which is an American view of the service quality. SERVQUAL method of measuring the service quality has attracted much attention in recent years. This method has provided a technology to measure the service quality (Buttle, 1995, p. 25) and begins with the assumption that the service quality that customers experience is specified by the gap between their usual expectations from services and their perceptions of services that they receive from a service provider (Donnelly & *et al.*, 2006, p. 96).

Service quality is difficult to define. The first thing about service quality is that services with quality must meet the needs and desires of customers, and the level of provided service must be in accordance with customer expectations. Customer expectations has a relationship with what customers want and are interested in, and what they feel the service provider must offer them. Thus, the quality is judged and determined by the customer. If a service meets or exceeds expectations of customers it has quality. If a service is below

expectations of customer, it does not necessarily mean its quality is low, but it makes the customer unsatisfied. Therefore, service quality is evaluated by how the customer expects the service to be like (Harrison, 2000, p. 243).

Parasuraman introduces service quality this way: perceived quality is the customer's judgment about the overall superiority or advantage of a thing. Perceived quality is a form of attitude that is associated with satisfaction, but it is not the same, and results from a comparison of the expectations and perceptions of the performance (Parasuraman, *et al.*, 1988, p. 15).

Conceptual Model

In the literature on organizational commitment and service quality many dimensions are pointed out for these two concepts. Emotional commitment, continuous commitment and task commitment can be mentioned for organizational commitment (Meyer *et al.*, 1993). The dimensions of service quality include: tangibles, reliability, responsiveness, assurance and empathy (Arabi *et al.*, 2003). According to the above, the conceptual model is shown below.

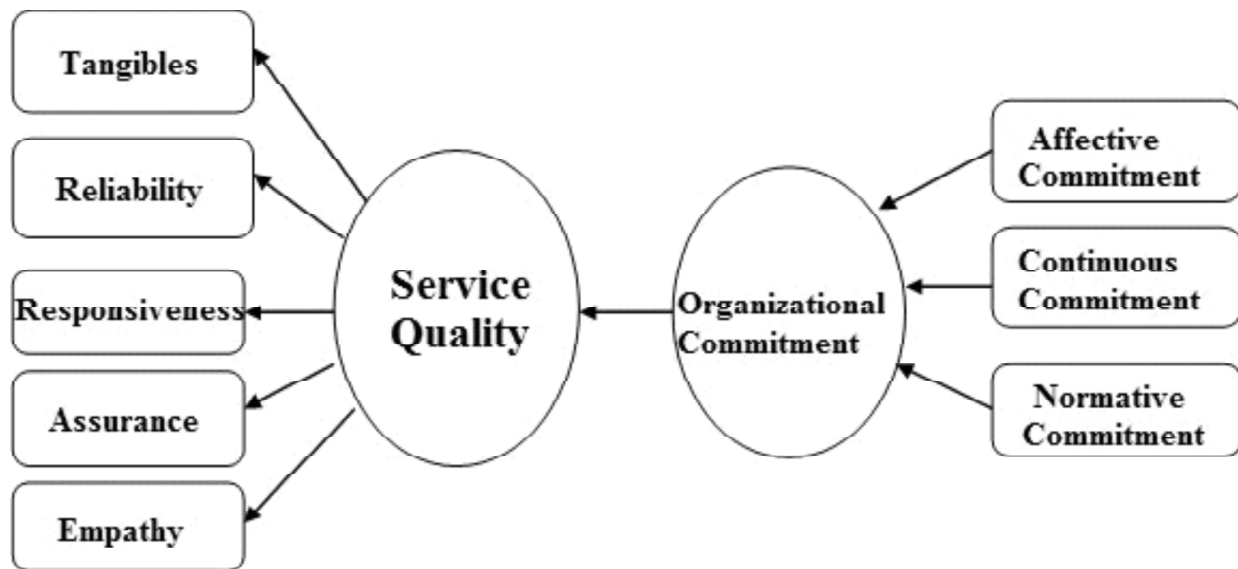


Figure 2: Conceptual Model

RESEARCH HYPOTHESES

The Main Hypothesis

There is a significant relationship between organizational commitment and the service quality of employees.

The Sub- Hypothesis

There is a significant relationship between Affective commitment and the service quality of employees.

There is a significant relationship between Continuance commitment and the service quality of employees.

There is a significant relationship between Normative or task commitment and the service quality of employees.

RESEARCH METHODOLOGY

As the researcher is to examine the relationship between two variables of organizational commitment and quality service, the research method is descriptive - correlation (regression analysis), library method is used to collect information, and questionnaire and interview will be used to design and evaluate the model in this research. Meyer and Allen's standard questionnaire of organizational commitment (1990) and SERVQUAL model quality service standard questionnaire (1988) is used in this study; Cronbach's alpha test was used to confirm the reliability of the test and it was above standard. This study was conducted in the Roads and Urban Development Headquarters of Iranshahr City and statistical population is comprised of all experts and managers of this organization. Stratified random sampling method is used to determine the sample size. Correlation method is used to test the research hypotheses. Correlation method is one of the most important statistical methods that is most used in scientific research. SPSS software is also used to test research hypotheses.

FINDINGS

In this section, research hypotheses are analyzed using the Spearman correlation coefficient.

Correlation Test

First hypothesis: There is a significant relationship between organizational commitment and the service quality of employees.

$$\left\{ \begin{array}{ll} H_0: \rho = 0 & \text{There is no significant relationship.} \\ H_1: \rho \neq 0 & \text{There is a significant relationship.} \end{array} \right.$$

To analyze the data, the correlation coefficient was calculated between the total score of organizational commitment and the total score of the variable of service quality of employees, and the results of these calculations via SPSS software is are as shown in Table 1:

Table 1
Results of the correlation coefficient for the first hypothesis

| <i>Variables</i> | <i>Statistical Indicators</i> | <i>Service Quality of Employees</i> |
|------------------------------|-------------------------------|-------------------------------------|
| Organizational Commitment | Spearman Correlation | 558/ |
| | Significance | 0 |
| | Frequency | 169 |
| Service Quality of Employees | Spearman Correlation | 1 |
| | Significance | 0 |
| | Frequency | 169 |

Table 1 shows that there is a significant and direct relationship between scores of service quality of employees and scores of organizational commitment; because the correlation coefficient achieved ($r = 0.558$) with the frequency of 169 is significant in alpha level of 5%. Also according to the results table, the level of significance ($\text{sig} = 0.000$) is even less than the significant level of 5%; thus, with 95% confidence it can be said that H_1 accepted and H_0 is rejected; and that there is a direct relationship between organizational commitment and service quality of the employees.

Second hypothesis: There is a significant relationship between Affective commitment and the service quality of employees.

$$\left\{ \begin{array}{ll} H_0: \rho = 0 & \text{There is no significant relationship.} \\ H_1: \rho \neq 0 & \text{There is a significant relationship.} \end{array} \right.$$

To analyze the data, the correlation coefficient was calculated between the total score of Affective commitment and the total score of the variable of service quality of employees, and the results of these calculations via SPSS software is are as shown in Table 2:

Table 2
Results of the correlation coefficient for the second hypothesis

| <i>Variables</i> | <i>Statistical Indicators</i> | <i>Service Quality of Employees</i> |
|------------------------------|-------------------------------|-------------------------------------|
| Affective commitment | Spearman Correlation | 399/ |
| | Significance | 0 |
| | Frequency | 169 |
| Service Quality of Employees | Spearman Correlation | 1 |
| | Significance | 0 |
| | Frequency | 169 |

Table 2 shows that there is a significant and direct relationship between scores of service quality of employees and scores of Affective commitment; because the correlation coefficient achieved ($r = 0.399$) with the frequency of 169 is significant in alpha level of 5%. Also according to the results table, the level of significance ($\text{sig} = 0.000$) is even less than the significant level of 5%; thus, with 95% confidence it can be said that H_1 accepted and H_0 is rejected; and that there is a direct relationship between Affective commitment and service quality of the employees.

Third hypothesis: There is a significant relationship between Continuance commitment and the service quality of employees.

$$\left\{ \begin{array}{ll} H_0: \rho = 0 & \text{There is no significant relationship.} \\ H_1: \rho \neq 0 & \text{There is a significant relationship.} \end{array} \right.$$

To analyze the data, the correlation coefficient was calculated between the total score of Continuance commitment and the total score of the variable of service quality of employees, and the results of these calculations via SPSS software is are as shown in Table 3:

Table 3
Results of the correlation coefficient for the third hypothesis

| <i>Variables</i> | <i>Statistical Indicators</i> | <i>Service Quality of Employees</i> |
|------------------------------|-------------------------------|-------------------------------------|
| Continuance commitment | Spearman Correlation | 456/ |
| | Significance | 0 |
| | Frequency | 169 |
| Service Quality of Employees | Spearman Correlation | 1 |
| | Significance | 0 |
| | Frequency | 169 |

Table 3 shows that there is a significant and direct relationship between scores of service quality of employees and scores of Continuance commitment; because the correlation coefficient achieved ($r = 0.456$) with the frequency of 169 is significant in alpha level of 5%. Also according to the results table, the level of significance ($\text{sig} = 0.000$) is even less than the significant level of 5%; thus, with 95% confidence it can be

said that H_1 accepted and H_0 is rejected; and that there is a direct relationship between Continuance commitment and service quality of the employees.

Fourth hypothesis: There is a significant relationship between Normative or task commitment and the service quality of employees.

$$\begin{cases} H_0: \rho = 0 & \text{There is no significant relationship.} \\ H_1: \rho \neq 0 & \text{There is a significant relationship.} \end{cases}$$

To analyze the data, the correlation coefficient was calculated between the total score of normative commitment and the total score of the variable of service quality of employees, and the results of these calculations via SPSS software is are as shown in Table 4:

Table 4
Results of the correlation coefficient for the third hypothesis

| <i>Variables</i> | <i>Statistical Indicators</i> | <i>Service Quality of Employees</i> |
|------------------------------|-------------------------------|-------------------------------------|
| Normative commitment | Spearman Correlation | /586 |
| | Significance | 0 |
| | Frequency | 169 |
| Service Quality of Employees | Spearman Correlation | 1 |
| | Significance | 0 |
| | Frequency | 169 |

Table 4 shows that there is a significant and direct relationship between scores of service quality of employees and scores of Normative commitment; because the correlation coefficient achieved ($r = 0.586$) with the frequency of 169 is significant in alpha level of 5%. Also according to the results table, the level of significance ($\text{sig} = 0.000$) is even less than the significant level of 5%; thus, with 95% confidence it can be said that H_1 accepted and H_0 is rejected; and that there is a direct relationship between Normative commitment and service quality of the employees.

CONCLUSION

The first hypothesis: To examine the relationship between organizational commitment and service quality of employees in the Roads and Urban Development Headquarters of Iranshahr City, the required analysis was performed using SPSS software and this hypothesis was confirmed. So it can be concluded that with the extension of the organizational commitment, the service quality of employees will increase with the ratio of the observed correlation coefficient. On the other hand, the value of this coefficient is equal to 0.558, implying a relatively strong correlation between the two variables.

The second hypothesis: The SPSS software was used to test the second hypothesis, and it was found that there is a direct relationship between emotional commitment and service quality of employees. Therefore it can be concluded that the higher the rate of this commitment in the organization, the employees with higher working quality we will have.

Result from multiple regression test about the influence of emotional commitment on service quality of employees indicates that emotional commitment has the greatest impact on service quality of employees. This is shows that in order to have service quality, the organization should strive to improve and strengthen this factor.

Other hypotheses: Other hypotheses were analyzed by SPSS software and these hypotheses were also confirmed. Therefore, it is concluded that if we could create continuous commitment and task commitment in employees we can expect higher quality from them.

SUGGESTIONS

- ✓ Since the identification of a person by the organization occurs when individuals' personal values are consistent with organizational values, and the individuals can internalize organizational values in them, it is suggested that the organization presents its values and expectations in writing or verbally to the employees so that they can adapt themselves with these values and a sense of pride from their identification with the organization occurs to them.
- ✓ As the organizations pay attention to the job problems and especially family problems of employees, they will have a sense of belonging and interest in their work. So it is recommended that the related units and even managers pay the necessary attention to the recognition of issues and problems of their human resources to motivate employees' sense of belonging to the organization more.
- ✓ In some units, the individual feels like a stranger to his job and workplace. He feels nobody pays attention to him as if he is not a member of the organization. For example, in ceremonies and events, decision makings and the like he is not noticed, and this makes the employee far from his job and organization. Therefore, human resource managers and particularly supervisors, must provide the workplace and pay attention to the employees in such a way that the human resources consider themselves as the member of the family, profession and the related organization.
- ✓ When the individual feels that the organization has spent a lot of time or money to prepare him to do the job better, a sense of duty will be created in him to stay in the organization; so, it is recommended that organizations inform their employees about the expenses of training and preparing them towards improving their performance, in order to create this sense of duty to stay and continue to work in the organization to compensate the services.

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