

Factors Affecting the Organizational Commitment of Employees and Customer Satisfaction

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ABSTRACT

Currently, the country's policies in Iran towards the implementation of principle 44 goes towards privatization that the structure of government downsizing and privatization of public sector to the private sector. There is one important factor generate competitive advantages, customer satisfaction.

In this study, in the months of December and February in 2008 in Qom Province of Agriculture Organization has been made. Research community of staff and clients are included in Qom Agriculture Organization and for the total sample of 330 employees and a crew of three Buildings were the work70 people are in and according to the number of clients was limited in the first two buildings, 40 people sample were selected. In order to collect data needed for preparing and testing the theoretical assumptions of library resources, study documents, observation, questionnaires and interviews have been preliminary. Validity and reliability of the questionnaire for customer satisfaction from the standard questionnaire was used with high reliability and validity. Organizational commitment questionnaire also integrates three questionnaires and Myer and Allen (1990), OCQ Developed by porter and Modey and Esters (1979) this study was descriptive study and survey data is used to do it. Tests Mean for each index, to investigate the correlation between indicators and the Friedman test was used to determine the priority of each indicator.

Research has shown that organizational commitment of employees who are interacting with clients, there is a significant correlation with customer satisfaction.

KEYWORDS: Organizational commitment, emotional commitment, continuous commitment, clients or customers, service, customer orientation, customer satisfaction.

INTRODUCTION

In the past decade an important role in the organization's commitment to conduct the research behavior organization is dedicated to. indices because of the superiority of one organization to another organization is committed to having the manpower and resources committed to the prestige of such organizations in the community and highlight the importance of organization provides for the growth and development. Therefore, organizations must take necessary measures in order to maintain and increase the organizational commitment of employees and agents think that their commitment is reduced to minimize and eliminate them [1].

Satisfaction of citizens in government and government agencies around the world today, and a suspicion of the crisis in relations with these institutions to the citizens. The customer service manager or the client Topics new has managed, in recent decades has been considered. Providing quality service, customer satisfaction is perhaps the most important elements that make. Only institutions that can provide this service to be sustainable and comprehensive approach to understand the customer's client is the largest capital of any institution or organization [2].

Most services should be organized with the best quality and lowest cost to the customer or client end and this does not happen, except with the benefit of efficient and effective management to achieve high work commitment at all levels of employees employees are committed to staff in an organization in which there is some kind of control and direct supervision of such employees need not be prohibited and due to organizational commitment, there In them, trying to provide better and higher quality services to clients and their reverence and respect for the organization to achieve their own goals [3].

Definitions of organizational commitment

1 - Organizational commitment from Robbins (1996) is a positive or negative attitude toward

The entire organization of people that is fairly busy. Organizational commitment is a strong sense of loyalty towards the organization and through its own organization is identified.

2-Lotanz and Shave (1992), organizational commitment as an attitude [4]:

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- Strong desire to stay in the organization.
- Willingness to exert extra effort for the organization.
- A strong belief in the values and objectives.

3 - Chatman and O'Reille (1986) organizational commitment to support meaningful and emotional bond with their organization's goals and values of an organization away from its instrumental values (means of achieving other objectives) are defined [5].

4 - Esters and Porter (1982), relative to organizational commitment, identification and involvement of individuals with a particular organization and its partnerships with organizations, have expressed [6].

Islamic commitment, sense of responsibility towards the inner person performing their duties and the consequences resulting from divine faith. In Islam, a person required meeting their commitment and faith toward the Lord sees orders. Regardless of the rules or orders outside observer, to do things on the responsibility of all. God gives his own satisfaction and discretion delegated trying to divine their fiduciary knows that it has accepted the contract, the place has meant. Quran also the trustee and the professional responsibility and ability to perform duties as a condition of trust (which is today its commitment to interpretation) enterprise considers necessary for all positions. Virtuous Imam Ali (AS) in his letter to represent the governor and his Azerbaijani Ashbin named Quiz says: Management and the narrative are to bait you, but it is the responsibility and trust in your neck of the person who is [7].

Components of organizational commitment

Term organizational commitment as White (White) is defined, three areas of importance to the person is feeling or behavior that has worked in the organization [8]:

- 1 - Belief in and acceptance of organizational goals and values.
- 2 - Tend to do for the organization's efforts. This requires the individual to work part time employees, or passed to the sacrifices made without expectation of reward or gain is profit.
- 3-The desire to continue membership in the organization.

Generally in the form of a component model of organizational commitment, or simply showed the following:

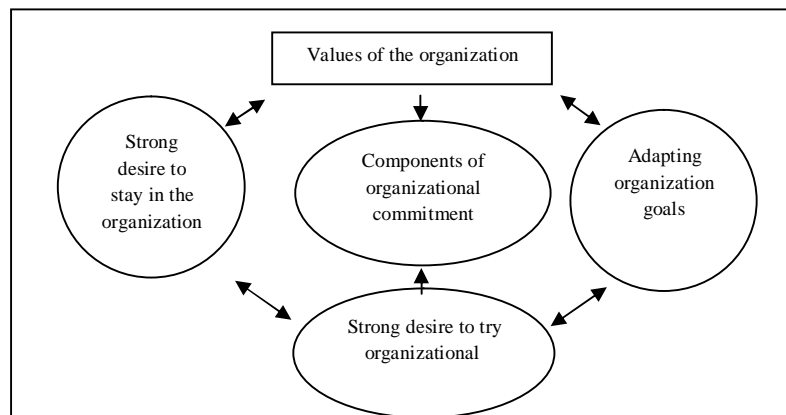


Figure 1: components of organizational commitment [6].

Commitment dimensions organizational

Different definitions of commitment are found in the literature component, each one of the three main emotional attachments, perceived costs, and reflect a sense of duty [7].

Affective Attachment

The most common way of dealing with organizational commitment, commitment in a manner that is as emotional and psychological attachment to the organization will be considered according to the person who is strongly committed to the organization and its partners are engaged and enjoyed membership in the organization [8].

Perceived costs

Experts believe that the person committed a desire to understand the costs associated with the ongoing activities of the organization are defined cracks. No matter how much a person thinks that he will be leaving the service costs tend to remain in the organization and the commitment he will be more. Baker's commitment as the willingness to undertake collection activities defines continuous [9].

Obligation

The way is open for discussion, but it is less common commitment to a belief in the responsibility of the individual to see. Weiner's commitment in 1982 as "a total internal normative pressure to perform activities and goals in a way that benefits the organization is" is defined [10].

Commitment of kinds

Robins (1996) argues that managers agree on a set consisting of the following obligations [11]:

1-Commitment to customer

Organizational commitment to the customer insists. Top managers try to provide good service to customers and its commitment to customers both through the show, service and care for her.

2- Commitment to the organization:

Manager's commitment to the three shows reputable organization, top management support and practice the core values of the organization.

3- Their commitment to:

Top managers with strong and positive image of themselves to others, they figure. It is their commitment to three specific activities: display of autonomy, all as head register and accept constructive criticism.

4- Commitment to the people:

Top managers giving employees the show this is the correct way to use the manager's leadership to help people achieve success in the task is done. Three factors are critical components of this commitment: to show a positive interest and recognition, giving feedback and encouraging the development of innovative ideas.

Tripartite model of organizational:

Model by Meyer and Allen (1987) designed three mentioned (as dependency emotional and psychological commitment to the organization, commitment as perceived costs associated with leaving the organization as a duty and obligation to stay in the organization), respectively, as affective commitment, continuous commitment or rational and 'commitment or normative assignment "category affective commitment, continuous and as normative better components (dimensions) are detectable commitment to the vision of the kind of commitment should be considered[12].

Factors affecting organizational commitment

Given the importance of employee engagement, knowledge of the factors affecting it would be helpful. Baron (1989) Personal characteristics that affect organizational commitment [13]:

1-Age: the age of the individual, organizational commitment and positively correlated with the relative. Allen and Meyer suggest that older workers are more satisfied with their jobs because they are more attitudinal commitment.

2-Gender: women are more committed than men, although the difference is minor. the reason is that women's membership in the organization should put more obstacles.

3-Education: graduate weak negative relationship between organizational commitment and the relationship is based more on attitude and commitment calculator with no obligation.

4-Marriage: this variable has a poor correlation with organizational commitment. But it is said that the marriage due to financial problems, relationship commitment finds calculator.

Background of the organization and the organizational side: the person in the history of investment in the organization's commitment, but the relationship is weak [14].

Organizational commitment is an important factor that can increase the potential ability to achieve one's current job is the job alternatives. Those who have not significantly higher Status and Role of Organizational Commitment [15].

Research on the role of role conflict, role ambiguity and multiplicity of measurements has

According to Moody and Associates in 1982, the state has Matthew and Zajak research also confirms this [16]:

1 - The person entrusted with higher level of job responsibility, job autonomy and organizational commitment expressed interest and will not be repeated.

2 - How can there be a better job, fewer desirability of such alternatives will result in the creation of personal commitment.

3 - People who his supervisors are more satisfied with their work efficiency and equity valuation and feel that more attention is accorded the welfare issues have a higher level of commitment.

4 - What is the more employee involvement in decision making, increased organizational commitment.

Individual factor Organizational factors on-Organizational factors

A) is without obligation: Imam Ali (AS) has said: "Do not ever Service you have done on people who do what I do or pricing data, or the promise of large number and posterior portions of overview.

B) The invention does not humiliate customers: Imam Sade (AS) has said: "He who believes and humiliates poor or non-poor, the enemy of God, the mighty and always shows his humble believer until he stops humiliating"

The term quality in different forms such as degree of excellence, the degree of compliance with the standard, special characteristics and traits is considered desirable. Emphasis on doing good quality work, attention to customer needs and focus on customer satisfaction. Reliability, on-time delivery, after sales service, appearance, and reputation is but the overall quality of the public sector is far customer's attitude towards a product or an object is [17].

Description	Dimension	
Fast and accurate description of the state should be available to everyone.	Information	Garvin model (1992)
Public sector clients, they want to accelerate your work.	Providing high speed	
Public customers, done correctly, the results do want.	The provision of health services	
Public sector clients, appeared willing to work, schools and facilities are clean and clean.	Area beauty services	
Public sector customers demand services are compassionate manner.	Correct Behavior	
Staff adheres to the rules and regulations that people want and do not allow any discrimination.	Laws	
People want things to be easy, not in the context of complex workflows.	Simplicity and ease	
Public sector clients want flexibility in how law enforcement	Flexibility	Kate theory (1994)
According to the customer's acceptance of the customer, looking at him cheerfully, being polite.	Humble	
A quick reaction, explaining about the delay in addressing workplace issues.	The concise	
Provide a complete service to ensure the accuracy of the work, giving instructions and complete responses.	Is complete	
Speak clearly; speak the language of the customer, not to use a technical term.	Clarity	
Ensure correct documentation.	Correct	
Listen to the full, taking the time for listening to the customer.	According to	
Elegant and neat appearance possess, keep environment clean, tidy, safe and pleasant	Clean	Parasvrama nTheory (1996)
Referred to physical facilities, equipment, personnel and Note that	Tangible	
The extent to which clients are given the ability to perform the promised service.	Reliability	
Clients want public employees are accountable for the services provided.	responsiveness	
Abilities, knowledge and skills to ensure that the public sector employees.	Confidence	
Sense of belonging and commitment to individual customers.	Caring and Commitment	
Speed, accuracy, and ensure the provision of services associated with the provision of health services	Speed	
Follow courtesy and respect when providing services to clients.	Attention	Jason's theory (1998)
Service availability and clean working environment and measures.	Comfort and cleanliness	
Intimate conversation with friends and clients and help them learn.	Friends to meet	
All information relating to the provision of services is available to clients.	Availability	
Relationship of mental health clients, and easy to maintain.	Smoother and faster communication	Peter theory (1998)
The connection is established friendly theological at all meetings.	Keep in touch	
Communication between agencies and clients to meet customer expectations.	Quality of communication	
Clients to ensure that employees are honest in their behavior.	Integrity and honesty	

Factors affecting customer satisfaction in service organizations can be studied from different perspectives. One of the most important factors in customer satisfaction information service firms must follow to see how his affairs have enough information available. Services should be slow to and customers in the shortest possible time in order to fulfill its task. These services should be perfectly possible to be provided with proper. So true customer service is very important to him. Proper behavior and ethics in dealing with customers even weak negative aspects to cover services. Empowering employees is one of the most important factors in providing services to clients. Empowerment involves giving power to employees and managers more responsibility and authority to make decisions, do some activities and have more control over their jobs. Employee empowerment can better fulfill their obligations towards the client is free and it meets his expectations. All employees should feel the obligation; can create the desired service [18]. Leader in the early days 82 years serving the public as a matter of emphasis placed on student movement and all were required to participate in this competition. In this regard, Management and Planning Act to implement the Action plan has. It should be [19]:

1. First step towards compassionate service, the time for response time to client employees.
2. Create an environment for growth; promote human dignity and moral virtues, and customer satisfaction.
3. Providing services efficiently and cheerfully full speed and with accuracy and reverence.
4. Avoiding postponing tasks.
5. Innovative and creative work space.
6. Structural reforms in order to shorten the process workflow.

7. Continuous efforts to promote the culture client.
8. To avoid waste and unnecessary consumption of resources and property in organization.
- 9 .Strengthening the foundations of the Islamic values, respect for propriety, justice and fairness and providing good services to the people.

Jack Welch says the success of any organization, the selection of individuals who are selected for key jobs. The key role of human resources in organizations today's advanced techniques and tactics to the extent that all of the efficacy studies ultimately attributed to the human factor. Because they make use of software and hardware in the field of efficiency and productivity, it is. It is more important to employees than customers. The staff is nice because it's good for the organization that can attract customers [20].

Conclusion

Questions regarding which indicators to measure customer satisfaction and organizational commitment were used in the Qom Province Agriculture Organization the results are analyzed as follows:

On customer satisfaction Agriculture Organization of Qom, according to this the customer satisfaction index should mean that the T test of empowerment is in good condition.

To foster empowerment in the development of communication skills and knowledge of employees and their ability to Occupational For example, the training courses for the staff enhances the skills required for them to perform an effective role in fulfilling client organization is even more customers publisher.

The speed of delivery is based on the T test is the average good condition. To strengthen this indicator can be applied to personnel who have better performance (higher) in response to a client or put enough troops in rooms or parts of the organization and application of new technologies to provide new tools and services can be a good solution.

Index returns are in good condition. For more information on the expert can respond to increased service gateway to appoint and pay special attention to the comments referred to the organization. The accuracy of the service is good. These indicators serve to enhance the precision of providing Logos and shall ensure the necessary controls to prevent Informing the client of that T test is the mean of the negative. For improving the role of public Relations must be highlighted more information on Agriculture.

Also, according to the organization's clients are mostly farmers and ranchers, who offered the use of the media is to inform and respond to customer questions may be helpful.

Being firm and strong regulation to prevent customer confusion. Help people understand the process of consultation and Agriculture Organization of the area better to guide clients to be able rooms or corresponding section from the other strategies.

Index ethics is in good condition. The ratio of staff to improve communication classes and explain the proper execution from the perspective of Islamic values and moral client is also a good suggestion. The ratio of staff to improve communication classes and explain the proper execution from the perspective of Islamic values and moral Newspaper is also a good suggestion. Satisfaction, organizational commitment, organizational commitment can be said about this organization on the basis of Ammon (T) is in good condition willingness of and efforts in the most favorable situation are in agricultural.

It should work to strengthen the barriers in the way of employee reductions and the relative autonomy given to him for his tenure. Willingness of the membership to remain in the organization is in good condition. To enhance higher level of responsibility should be delegated to employees as well as managers and support staff to take care of their problems. The emotional commitment of the T test is suitable. To reinforce that, firstly, the clear definition of the employee's job or job offer, secondly justice should be the basis of all behavior and distribution of organizational rewards. Third, the employee must once again clarify the effectiveness of his performance that he will. Fourthly, all the people involved in organizational decisions to continuous commitment of the situation is favorable. It should enhance the job skills required for organization workers, welfare benefits granted to him on his right side and emphasis on organizational values when hiring him, it was important.

Obligation of assignment based on the T test is in good condition. To foster loyalty to the organization that employs people who know the value of the socialization process in the run-up to the index to get better. Rather than following the rest of based on a correlation test showed a significant positive correlation with each other are:

Willingness to join and remain in the index with a negative or inverse index Belief in and acceptance of the values of the parameters of the membership interest remain with the organization's ongoing commitment to the relationship is not significant. Willingness to join and remain in the index with the desire and effort more in the way of organization and organizational commitment and continuous commitment to the relationship is not significant. Willingness of the organization to more emotional and continuing commitment to the relationship is not significant.

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