

INVESTIGATING THE IMPACT OF COMMITMENT, SATISFACTION, AND LOYALTY OF EMPLOYEES ON PROVIDING HIGH-QUALITY SERVICE TO CUSTOMER

ESMAEILPOUR Majid

Persian Gulf University, Iran

RANJBAR Mohammad

Persian Gulf University, Iran

Abstract:

The aim of the research was to examine the effects of satisfaction and commitment of employees on the employees' loyalty and to investigate the effect of employees' loyalty on quality of services provided for customers. This research is applied in terms of objective and correlational type of descriptive-survey in terms of data collection. Population of the research includes two groups. The first group included employees providing service to customers of Ports and Maritime Organization of Bushehr (Iran) and the second group included customers receiving the services of the organization. From both groups, 250 people were selected using available sampling method to respond to questions of the research. To test the research conceptual model and research hypotheses, structural equation modeling was used. The results showed that job satisfaction of employees have significant positive effect on organizational commitment of employees. Also, job satisfaction and organizational commitment of employees have significant positive effect on their loyalty to organization. In addition, organizational loyalty of employees has positive and significant impact on improving the quality of customer service. Therefore, organizations should make their effort to recruit employees who are suitable for their activities.

Key words: *Job satisfaction, Organizational commitment, Organizational loyalty, Quality of service, Ports and Maritime Organization in Bushehr province*

1. Introduction

The service sector has been grown substantially in recent years, so that its share in GDP is more than other sectors. The service sector status in the economy of Iran is improving increasingly, although it is more common in developed countries than other countries. In other words, the central role of services in developed countries is

considered as the main cause of the increasing importance of providing high-quality service (Zanjani et al., 2011). According to the latest report by the Statistical Center of Iran, most Iranians are involved in service providing sector. Due to the increasing share of the services sector, increasing the quality of services is an essential for organizations seeking to improve financial performance and attract customers in a competitive environment. Quality of the services is one of the marketing issues that have become the subject of academic research in more than three decades (Izogo, 2015). In recent years, much attention has been paid to customer requirements in terms of quality of services. Providing high quality service for customers is used as a tool to achieve competitive advantage (Yee et al., 2010). Human factor plays an important role in providing high-quality service to the customer. When equipment and machinery, technology and even products of an organization are appropriate, the performance of humans creating success in the organization increases. In light of capability of employees in the organization, activities of the organization improve, and customer experience is shaped and loyalty is created (Dadkhah, 2010). Defect in services quality causes customer disappointment in several ways.

Lavlak and Right (2003) argue that there is obvious relationship between customer satisfaction of the service and employee satisfaction with their jobs. In service organization, the role of workforce, especially employees who are in direct contact with the customers is very important in order to provide high-quality service in comparison with manufacturing companies, since employees have interaction with customers to provide service for them and the quality of this interaction distinguishes the superior organizations from other organizations (Nuri, 2004). Accordingly, it can be expressed that loyal employees make much effort in providing services to help organization achieve its goals. In contrast, employees who have no loyalty towards to their organization will have no commitment to customers, the organization's tasks, goals, and visions, and therefore providing services to such employees does not satisfy the customers. As a result, customer will disconnect its relationship with organization (Lavlak & Right, 2003).

In countries that have maritime border, ports have key role. The Ports and Maritime Organization (PMO) plays very important and key role in the development of foreign commerce and trade as well as the transit of goods in these countries. Therefore, creation and expansion of logistic activities of ports enhance economic performance of the port and increase the benefits obtained from it. In addition, it creates attractiveness required for maintaining the current customers and attracting potentially new customers for port (Jafari et al., 2013). On the other hand, the role of employees in providing of services and performing Ports and Maritime Organization tasks is very important. Iran's Ports and Maritime Organization during the recent years has tried to introduce its services by recruiting specialized and efficient forces to earn money while trying to attract customers and to develop their markets. For managers of the organization, providing high-quality service to customers to create satisfaction in them is very important. They want to know how they can improve the quality of services provided to customers. Managers of this organization want to know

organizational commitment of employees could lead to increased providing of high-quality service to its customers? They also want to know job satisfaction of employees can improve the quality of services provided by organization from the customer perspective? Is organizational loyalty of employees can improve providing high-quality service to its customers? Therefore, the aim of this research was to evaluate the impact of organizational commitment and job satisfaction on the loyalty status of Ports and Maritime Organization employee in Bushehr province and to examine the effect of employees' loyalty status of this organization on improvement of the quality of the services provided for customers.

2. Review of Research Literature

2.1. Service, Service quality, and Measurement of the service quality

The word service has several meanings and it includes a wide range of personal services to service as a product. Kotler and Armstrong (2016) defined it as an activity or benefit that one side supplies to other side and it is essentially intangible and it does not involve the ownership of something. Grönroos (2004) defines services as a process occurring in the interaction between customers and employees, physical resources, products, or systems providing service to be solution for issues of the customers. Service has features that make them to be different from goods. These features include intangibility, degradability, high mental involvement of customers, and simultaneous production and consumption, and heterogeneity.

Precisely description of the term quality is difficult, because quality is a multidimensional phenomenon. From marketing management view, quality is all features, which fulfill customer needs. Therefore, any product that has features providing customer needs is high-quality product (Jalali et al, 2014). According to Parasuraman et al. (1988), quality of service is the difference between customer expectations of service and his actual perception of service performance. Quality of service is considered as an organizational asset and important financial performance and marketing factor of the company (Kassim & Abdullah, 2010). The quality of services is emphasized in many service organizations. Improving the level of service quality can help an organization differentiate itself from other organizations and achieve sustainable competitive advantage (Ganguli & Roy, 2011). By increasing efficiency and effectiveness in service providing, the profitability of the organization increases (Lee et al., 2005). Behavior and performance of employees are effective in providing the services (Tirado et al., 2016). If satisfaction of employees is met, service is provided with better quality for customer; leading to customers' satisfaction (Moreira & Silva, 2015).

The question is always that how quality of services can be provided. Experts have provided different methods and models to assess the quality of services provided in the organizations. The most known scale to measure service quality is SERVQUAL model. SERVQUAL model was introduced by Parasuraman et al. (1991). In this model,

service quality has standardized components used to measure people's expectations and perceptions about the quality of public services (Esmaeilpour et al., 2016). This model introduces five dimensions for evaluating the quality of services. These five dimensions include *physical dimensions or tangibility, reliability, responsiveness, and assurance, and empathy.*

2.2. Job satisfaction of employees

Job satisfaction is a set of feelings, beliefs and attitudes that people have about their current jobs (Ma et al., 2003). Job satisfaction involves sense of happiness that one has of his job and pleasure that he takes of it, leading to job dependency (Lambert et al., 2015). Job satisfaction is the feeling of employees of their jobs (Naderi, 2012). Many studies have shown that job satisfaction is a multidimensional phenomenon that is often influenced by various internal and external factors, such as values and personal principles, organizational climate, and the nature of the job (Belias et al., 2015). From the 1920s until now, job satisfaction has been studied extensively and several theories have been proposed about it (Al Maqbali, 2015). The diversity of approaches and theories of job satisfaction can be derived from three perspectives or basic movements (the movement of human relations, labor unions and growth perspective or nature of the work), formed in the 1920s and 1930s, and it affected the concept of job satisfaction more than anything (Khodayarifard, 2010):

2.3. Organizational commitment of employees

Commitment is a type of emotional attachment and prejudice to the values and goals of an organization (Bazvand et al., 2014). Organizational commitment is a mental attitude and state, which reflects the desire, needs, and requirements in order to continue working in an organization (Dehghanian et al., 2014). Organizational commitment in relation with employees is defined when employees and organization have great interest in maintaining their work relationships (Zayas-Ortiz et al., 2015). Mowday et al. (1979) also defines organizational commitment as the power or ability to individual realization and being engaged or involved in specific organization. They also define organizational commitment as having three major features:

- Strong belief in the organization and accepting the values and goals of the organization,
- Tendency to show considerable efforts in organization,
- Strong desire to maintain membership in the organization.

Nowadays, one of the superior indicators of organization over other organization is having committed workforce (Utami et al., 2014). Commitment is the obligation that is related to interaction between the employees and the organization. This type of commitment is based on the costs that employee incur as result of leaving his organization. This type of commitment has high correlation with citizenship

behavior and it means conviction to serve the organization with a high degree of loyalty. They feel this commitment is their duty (Zayas-Ortiz et al., 2015).

2.4. Organizational loyalty of employees

Becker (1960) has described loyalty as a process. He believes that a person has loyalty to the organization when he has knowledge of better conditions of employment and higher wages, but he refuses to accept that job in order to maintain his current job. From the perspective of Allen and Meyer (1997), organizational loyalty is a subset of the organizational culture. Organizational culture is a set of values and principles governing the organization. For example, when loyalty to the organization is one of the accepted values for employees, it will be as the culture of the organization. The most important capital of organizations is loyal and committed employees who have complete understanding on their activities in the organization. However, this understanding and skill in specialized affairs do not obtain in one day, but it is obtained through continuous activity and the ongoing contact with work conditions of the considered organization. As a result, it is necessary that employees to have loyalty for the organization so that they can higher mastery over their working area (Nuri, 2004). Employees' loyalty to the organization and their long-term survival in the organization strengthen the workforce sector in the organization and it will provide a source of experiences for the organization. Employees who have loyalty to the organization and operate for the organization over the years know the policies, strategies and the mission of the organization well, and they know how to take step in line with their organization's advantage. As a result, they have no need to be educated and to be trained. In contrast, continuous change of the employees and lack of loyalty of them to organization impose much costs for organization, leading to loss of organization resources (Makizadeh et al., 2010).

A feeling of loyalty to the organization makes employees to work with higher motivation and interest, so their output will be higher and the productivity of workforce will be greater. The motivation in the employees causes loyalty to organization, commitment, attachment, and job satisfaction. Employees who are loyal to the organization adapt him immediately with the changes since such a person sees himself as part of it and he understands the policies of the organization (Nuri, 2004). Researchers believe that there is clear relationship between customer satisfaction of the service and jobs satisfaction of employees. Service employees enjoy their jobs and see themselves that employer have good behavior and relation with them, and instead of changing their jobs constantly, they remain loyal for organization for the long time. Loyal employees have greater tendency to productivity compared to new employees, because they know their customers well and they can provide high-quality services for them (Lavlak & Right, 2003).

2.5. Experimental literature of research

Kashif et al. (2016) examined the job satisfaction and loyalty of employees on the quality of the services. Research results showed that job satisfaction has impact employees' loyalty and employees' loyalty affects service quality and the customers' satisfaction. Gholampoor and Zaree (2016) investigated the relationship between job satisfaction and employee loyalty and productivity in Shiraz Petrochemical Industries. Their findings showed that job satisfaction has positive and significant impact on employee loyalty and employee loyalty has positive and significant impact on productivity. Godarzvand et al. (2016) examined the relationship between management commitment to service quality and customer satisfaction, employee job satisfaction and customer satisfaction of service performance. Results revealed a significant positive relationship between management commitment to service quality and the effective participation of the employees. In addition, results show that the effective participation of employees has significant and positive relationship with job satisfaction of employees and customer satisfaction of service performance.

Ardehshiri et al. (2015) examined the relationship between organizational commitment and job satisfaction and quality of service provided by Saderat Bank of Kerman. The results showed that there is a significant positive relationship between the variables of job satisfaction and organizational commitment and variable of quality of service provided in the Saderat Bank in Kerman. By increasing job satisfaction and organizational commitment, all dimensions of quality of service increase. Ibrahim and Al Falasi (2014) examined the relationship between employee loyalty and commitment. The results of their research indicate a significant relationship between organizational commitment and loyalty of employees. Roozbehani and Nemati (2013) investigated the effect of job satisfaction on employee loyalty. The results showed that job satisfaction and its components have impact on employee loyalty. Saatchian et al. (2012) studied the relationship between job satisfaction, organizational commitment and the quality of internal services. The results showed that job satisfaction has significant and positive relationship with quality of internal services of employees and normative organizational commitment. However, no significant relationship was found between affective organizational commitment and continuous organizational commitment and quality of internal services.

Yee et al. (2010) examined the relationship between employee loyalty, service quality, customer satisfaction and customer loyalty, and ultimately profitability of the organization. The results of this research showed that employee loyalty affects quality of service, service quality has impact on customer satisfaction, customer satisfaction has impact on customer loyalty, and customer loyalty will affect the profitability of the organization. Martensen and Grønholdt (2009) investigated the relationship between employee loyalty, customer loyalty, and profitability of the organizations. The results showed a positive relationship between employee loyalty and customer loyalty and between customer loyalty and profitability of the organization. Testa (2001) examined the relationship between organizational commitment, job satisfaction, and an effort to

provide services. They concluded that organizational commitment moderates job satisfaction and strive to provide better service.

2.6. Hypotheses and research conceptual model

Based on the theoretical and applied literature of research, the hypotheses of this research have been developed. As can be seen in the model (Figure 1), there is relationship between components of job satisfaction, organizational commitment, and loyalty of employees. This relationship is based on the results of Ibrahim and Al Falasi (2014); Roozbehani and Nemati (2013). The hypothesis related to the effect of employee loyalty on the quality of services is based on the researches of Moreira and Silva (2015), Yee et al. (2010), Makizadeh et al. (2010).

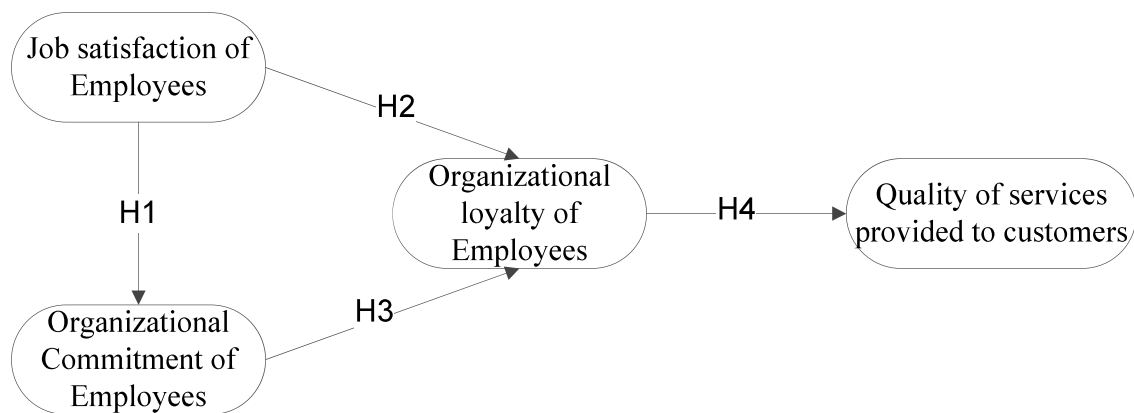


Figure 1: Conceptual model of research

3. Research Methodology

This research is an applied research in terms of objective, and it is correlational type of survey-descriptive research in terms of nature of data collection. In addition, it is considered among the cross-sectional studies in terms of time and duration of the research. Population of the research included two groups. The first group included all employees providing service for Ports and Maritime Organization employees in Bushehr province (Iran) and the second group included customers receiving services from the organization. Due to the large population of the research in both groups, available sampling method was used. From each group, 250 people were asked to cooperate with researcher and complete the questionnaire of the research.

In this research, to write the literature of research, the review of documents (books and journal articles and conferences) method was used, and for collecting data, questionnaire was used. In this research, two independent questionnaires were used. The first questionnaire was used to collect primary data for the variables of employee loyalty, satisfaction and commitment (question 21), and the second questionnaire was used to collect primary data to evaluate the variable of quality of services provided to customers (22 questions). The measurement scale of data in the research

questionnaires was in the form of five-option Likert scale (from completely agree to completely disagree).

As questionnaires for this research were developed from questionnaires of other researchers that their validity has already been assessed, it can be said that the research questionnaires have required validity. However, to determine the validity of the questionnaire, content validity was used. For this purpose, developed questionnaires were provided for a number of university professors and administrators, employees and customers of Ports and Maritime Organization in Bushehr province, and they were asked to express their ideas and views about questionnaire validity. After collecting the views, the final questionnaire was developed. To assess the reliability of the questionnaire of the research, the most common method of evaluating the reliability of the questionnaire that is Cronbach's alpha coefficient was used. Cronbach's alpha coefficient for the entire questionnaire and for all the variables of the research was higher than 0.7 that is good coefficient and it suggests that the reliability of the research tools is at the appropriate level. In addition, in order to assess the validity of the questionnaire questions, Average Variance Extracted (AVE) was used and in order to assess the reliability of the questionnaire, composite reliability (CR) was used. Table (1) shows the information regarding development of questions of the questionnaire and the results of the questionnaire reliability and validity Indicators.

Table 1: Research variables and questions extraction resources and the results of the reliability of the data collection instrument (questionnaire)

Variable	Number of questions	questions extraction resource	Cronbach's alpha coefficient	AVE	CR
Job satisfaction of employees	7	Reynolds & Harris (2009); Lambert et al. (2015); Sun Jung & Yoon (2015)	0.769	0.541	0.841
Organizational commitment of employees	5	Mowday & Steers (1979)	0.800	0.588	0.877
Organizational loyalty of employees	9	Linz et al. (2015); Ibrahim and Al Falasi (2014)	0.847	0.579	0.845
Quality of services provided to customers	22	Parasuraman et al. (1991)	0.965	0.933	0.967

Source: Provided by authors.

As Table (1) shows, given that the value of Cronbach's alpha coefficient and composite reliability coefficient for all research variables is more than 0.7 and the Average Variance Extracted (AVE) index was more than 0.5 for all variables, it could be stated that reliability of validity of all questions of the variables in the questionnaire

have acceptable level of validity and reliability (Hair et al., 2011). To test the hypotheses and the conceptual model research, structural equations modeling method (the method of partial least squares) was used by using Smart PLS software.

4. Data Analysis and Results

In this section, demographic variables of research were analyzed using descriptive method and normal distribution of data was examined. Finally, the variables of the conceptual model of research were analyzed.

4.1. Descriptive results of the data of the research

Descriptive statistics was used to analyze demographic variables and research variables. Table (2) is related to demographic variables of the research that were analyzed through the collection of 250 questionnaires.

Table 2: Demographic characteristics of respondents

Demographic variable	Levels	Frequency of employees	Percentage of frequency	Frequency of customers	Percentage of frequency
Gender	Male	219	87.6	227	90.8
	Female	31	12.4	23	9.2
Marital status	Married	212	84.8	196	78.4
	Single	38	15.2	54	21.6
Age	18 to 25 years	17	6.8	29	11.6
	26 to 35 years	51	20.4	64	25.6
	36 to 45 years	112	44.8	73	29.2
	46 to 55 years	43	17.2	46	18.4
	Over 55 years	27	10.8	38	15.2
Education	Diploma and lower			21	8.4
	Associate	14	5.6	27	10.8
	Degree	46	17.4	155	62
	Undergraduate	166	66.4	47	18.8
	Graduate and higher	24	9.6		

Source: Provided by authors.

As Table (2) shows, most of the respondents were male and married. In addition, most of them were middle-aged in terms of age (36 to 45) and in terms of education, most of them had academic (bachelor) level of education.

2.4. Testing the Conceptual model of research

Conceptual model and research hypotheses were tested using structural equation modeling and smart PLS software. Structural equation modeling method is multivariate analysis analyzing the causal relationship between a set of variables. Using structural equation modeling, the consistency of theoretical model with experimental data can be examined. Structural Equation Modeling helps the researcher test and examine theoretical model that consists of different components. Figure (2) shows the results of the structural equation modeling test along with standardized coefficients (path coefficients) and significance coefficients (t-value).

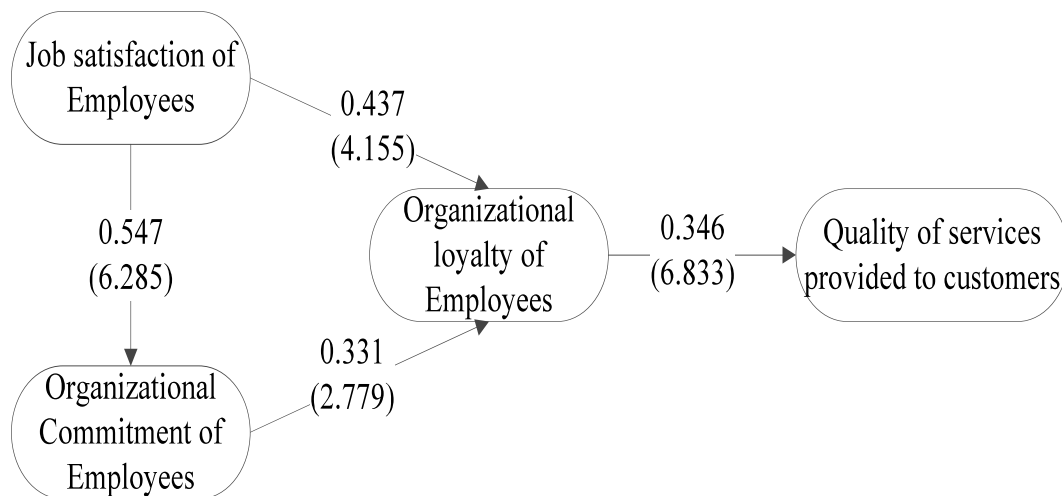


Figure 2: Implementation of structural equation model, along with standardized coefficients (path coefficients) and significance coefficients (t-value)

Indicators of model fit are one of the most important steps in structural equation modeling analysis. These Indicators answer this question whether represented model confirms the conceptual model of research by the data (Hair et al., 2011). To investigate the measurement model fit and internal consistency of items, Cronbach's alpha coefficients, composite reliability, and average variance extracted should be used, that the relevant data are shown in Table (1). The data in Table (1) show that the model is has desired fit. In examining overall fit of the structural model, the general evaluation status of the structural model, that is GOF should be considered. GOF criterion is acceptable when it is greater than 0.1 (Hair et al., 2011). Fit index calculated (GOF) of the research model is equal to 0.355. Therefore, it can be stated that the structural model of the research is at desired level.

After reviewing the appropriateness of model in terms of fit, we can examine the variables in terms of significance model and the significance of each variable to and assess their impact on each other. It was found that fit Indicators of measurement and structural models have desired fit. However, the general approval of the conceptual model does not mean that all relations are approved in the model. After general for of the model, the model relationships should be also tested to find that

whether the relationships are confirmed or not. After extracting data of the structural equation model, we can test the hypotheses of research. The results of the main research hypothesis test are shown in Table (3).

Table 3: The results of testing the main hypotheses of research

Hypotheses	Standardized path coefficient	Calculated t-value	P-value	Result
<i>Hypothesis 1:</i> Job satisfaction of employees has significant and positive effect on organizational commitment of employees.	0.547	6.285	0.000	Accepted
<i>Hypothesis 2:</i> Job satisfaction of employees has significant and positive effect on organizational loyalty of employees.	0.437	4.155	0.000	Accepted
<i>Hypothesis 3:</i> Organizational commitment of employees has a significant positive impact on organizational loyalty of employees.	0.331	2.779	0.000	Accepted
<i>Hypothesis 4:</i> organizational loyalty of employees has a significant and positive impact on the quality of services provided to customers.	0.346	6.833	0.000	Accepted

Source: Provided by authors.

Implementation of structural equation modeling test shows that there is a significant positive relationship between the elements of the conceptual model of research. According to the results obtained from the path coefficients and significant coefficients or statistics t (Figure 2), and what has been shown in Table (4). In the other words, Job satisfaction of employees has significant and positive effect on organizational commitment of employees. Also it can be said that job satisfaction and organizational commitment of employees have positive and significant on organizational loyalty. In addition, the variable of organizational loyalty of employees has positive and significant on the quality of services provided to customers.

5. Conclusion and Recommendations

The aim of this research is to measure the impact of job satisfaction, organizational commitment and organizational loyalty of employees on the quality of services provided to customers. After theoretical and experimental literature review of the research, hypotheses and conceptual model were developed. The questionnaire was used to collect research data. In total, 250 questionnaires were collected and

distributed among the subjects of the research. Then, the conceptual model and hypotheses were tested using structural equation modeling with smart PLS software. Results revealed that the conceptual model is confirmed according to model fit indicators.

As data in table (4) shows, the job satisfaction of employees has positive impact on organizational commitment and their loyalty to the organization. In addition, the direction of this impact is positive and they change in same direction. This means that as the job satisfaction of employees in the organization increases, their loyalty to the organization will increase. The result of testing this hypothesis is in line with findings of studies conducted by Moreira & Silva (2015), and Roozbehani & Nemati (2013). They concluded that the rewards and benefits, collaboration and teamwork, working conditions, training and promotion that lead to job satisfaction of employees affect the employees' loyalty. The positive impact of job satisfaction of employees on their loyalty to the organization shows that employees like to perform their tasks better than the usual performance, since they believe that their expectations in the organization is met. Considering that their job satisfaction can lead to their loyalty to the organization and causes those employees to be reluctant to leave the organization. It is recommended for managers of Ports and Maritime Organization in Bushehr province to encourage the employees to perform their tasks and duties in the best way by establishment of the rewards systems and proper evaluation procedures. The existence of fair evaluation procedures will generate job satisfaction among the employees, leading to organizational loyalty. Fair reward systems in the organization would be possible by identifying the needs of employees and performing their duties and the proper planning to determine the way to pay reward for them, and it will provide the areas for creation of job satisfaction. It is recommended for managers of the organization to give priority for satisfaction of their employees' satisfaction over customers' satisfaction, since satisfaction of employees leads to providing high-quality service to customers, leading to their satisfaction.

Accordance with data in Table (4), the findings of this research shows that the employees' organizational commitment has positive impact on employee loyalty to the organization. The research findings show that as commitment of employees to the organization increases and their relation with organization is strengthened, their loyalty to organization also increases and they will show fewer tendencies to leave the organization. The findings of the research conducted by Moreira & Silva (2015), and Ibrahim & Al Falasi (2014) confirm the findings of this research. The results of their research suggest positive impact of organizational commitment of employees on their loyalty to the organization. The positive impact of employee commitment and their loyalty showed that if the employees of the organization feel that they work as efficient person in the organization and their relation with organization is very important. They would be more pleased and interested in working with others in such an organization. These people see the problems of the organization as their problems and it would be very hard to them to leave the organization. Considering that the commitment of the employees can lead to their loyalty, it is suggested for Ports and Maritime Organization

employees in Bushehr province to recruit capable people with appropriate knowledge and expertise to pave the way for commitment of the employees. These people will feel that they are valuable for organization and by considering their views and suggestions by managers and managers of the organization, their commitment, and loyalty to the organization will increase.

Data of Table (4) indicate that the employees' loyalty to organization has impact on the quality of services provided to customers. In addition, the value of their impact to each other was positive and they change in same direction. In fact, these findings indicate that as employees' loyalty to the organization increases, they will be more committed to perform their duties, and customers will evaluate the quality of the services provided them high. The findings of this research were in line with the results of research conducted by Moreira & Silva (2015), Yee et al. (2010), and Makizadeh et al. (2010). The results of their research showed that the loyalty of employees to the organization affects the quality of services provided to customers. Their findings showed that the quality of services affects customer satisfaction, customer satisfaction affects customer loyalty, and ultimately customer loyalty affects organization profitability. Positive impact of employees' loyalty on the quality of services provided to employees shows that as employees are more committed to the organization, as they become more responsible for their duties and their job becomes important for them, they will provide high-quality services for the customers, and their dealing with customer will improve, and they will guide the customers highly. In addition, it will lead to intimate relation with customers, and more cooperation with them. Therefore, the managers of Ports and Maritime Organization in Bushehr province are recommended to meet the needs of customers by identifying and meeting the needs of employees. It is recommended to managers and the heads of the organization to provide educational and training classes and courses for loyal employees to provide high-quality service to the customers. These courses help employees become familiar with needs of the customers. Holding educational workshops for employees in order to make them familiar with the new training methods to communicate effectively with customers provides the conditions for services appropriate with needs of the customers.

Applied recommendations are presented based on research findings.

- Courteous behaviour and dealing of employees and giving value to the customer's ideas and suggestions are expectations of the customers. These expectations are met only by training and promoting the technical and communicative knowledge of employees.

- It is recommended for managers of the organizations to encourage employees to perform their duties and tasks recommended with the establishment of the reward system and proper evaluation procedures. The existence of a fair evaluation procedure creates satisfaction and loyalty in employees and thus high-quality services are provided for them.

- It is recommended for managers of organizations to pay attention to views and suggestions of employees to increase their commitment, and to give value for them and to use policies to encourage them.

- It is recommended to the managers of the organizations to develop training and motivational programs to increase the awareness of the employees of their role in the qualification process and promoting their working skills. This will create satisfaction in them, leading to providing high-quality services.

- To determine the quality of services in any period, and to determine the effectiveness of the program to improve the quality of service, it is recommended for managers of the organization to investigate annually the quality of the services provided to customers using SERVQUAL evaluation model.

- Increasing the emotional bond in employees and increasing their involvement with organization goals through providing the conditions for forming informal groups in the organization and creating loyalty in employees.

- Establishment the network of exchange of views of customers among customers (such as customers club) and continuous evaluation of customers' views on their satisfaction of service quality provided and effort to use critical and constructive views of customers can pave the way for satisfaction and loyalty of customers to organization.

Despite the effort for full implementation of this research, it has some limitations that they should be considered in future studies. Due to using questionnaire, we should treat with caution in generalizing the findings of the research, since using questionnaire in order to analyze the cognitive-social processes might cause bias in responding the questions, leading to reduced accuracy of the results. Literature of conducted research shows that other factors could affect the quality of the services provided to customers, but the time limitation prevents the review of all of these factors. It is recommended that the trust of the employees to organization, the atmosphere, and the culture of the organization to be considered as independent variable and their impact on employment loyalty to be investigated in future studies. In this regard, the value of explained variance shows that they are many other factors that affect the quality of service and loyalty.

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