The study of the effect of employee’s job satisfaction on customers Raja Transport railways Corporation

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ABSTRACT
Prospective companies before any action may appeal their behavior and their relationship with their employees to satisfy their customers and the first step is to keep them satisfied. Therefore, the main objective of this study was to determine the effect of employee’s job satisfaction on the satisfaction of customers. This study in terms of nature and purpose is of an applied that as a result, obtains the effect of job satisfaction on customer satisfaction and the study was descriptive – survey which is collected through a questionnaire distributed after the information. Statistical population of this study was trains and rail transportation company customers and employees of rail transport in Tehran Raja to 1400 people. Customer sample size used in the formula to determine the sample size with unlimited confidence level of 95% was 348 people and employee sample size of Raja Transport Corporation subjects was estimated 301 using Cochran formula. Several options were collected from some of professors and experts in the field in order to consider the validity of the questionnaire. Also, in order to final evaluate of the questionnaire, we used the the Cronbach's alpha reliability coefficient. Regression testing is used to evaluate research hypotheses, after proving the normality of research data. The findings of this study suggest that employee satisfaction of salary is effective on customers on Raja Transport railways Corporation. Also findings suggest that all the dimensions of the employee satisfaction are effective on customer’s satisfaction. So the more satisfaction of the company's employees from his jobs more customers’ satisfaction.

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Introduction

Happy and lively manpower is considered as the valuable assets of any organization (Mukhi, H.R., 1995). Human Resources organizations are useful when, they have strong morale and happiness and good satisfaction. And this is because of staff performance of organization is largely derived from job satisfaction (American Customer Satisfaction Index (ACSI), 1998). Keeping satisfied and at higher level keeping employees happy is a situation that requires effort and it is an ongoing process (Alderfer, C.P., 1972). One of the current and future challenges that Human Resource Management of organizations is facing, is dealing with the facilities staff to hold a good job satisfaction, They are also serving organizations, job satisfaction is an quality of human sources if they manage correctly, it can have good results for organizations (Chandan Jits, 1997). We should determine the level of job satisfaction to manage it and promoted the level of it and the needle of it controlled by organization (Anderson, E.W. and C. Fornell, 2000). This takes place when we can define and developed the factors related to job satisfaction can be measured in terms of indicators and we can mark the path and future actions that will lead to job satisfaction (Anderson, E.W., 1994). Raja Railway Transport Company is the biggest private company in the field of passenger transport. Having quality employees with high job satisfaction is one way to achieve this purpose that have important role in the improvement of the Islamic Republic Railway Corporation to achieve this goal and can provides prosperity and material and spiritual growth of the society. Railway Transport Company needs the staff that works with passion and beyond their duties. And this is due to the attention of managers to factors of job satisfaction that increased the customers’ satisfaction. Subject territory of this research is in the area of customer satisfaction and employee job satisfaction that respectively is the subsidiaries of human resource management and marketing management. Spatial domain of this research is Raja Transport Company in Tehran and and time domain is the questionnaire was distributed in June of 1392. The main purpose of this study, is determining the effect of job satisfaction of staff on customer satisfaction in Raja Railway Transport Company. Statistical community of this study is trains customers of Raja railway Transport Company in Tehran and also the staff of this company who were 1400 people and the customer sample size used in this study according to formula sample size in infinite population with a confidence level of

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95% was 348 people and the staff sample size of Raja Railway Transport Company were estimated 301 people according to Cochran formula. In this study, firstly we consider the method of the research and then we consider the theoretical framework of concepts related to job satisfaction and employee satisfaction, then we placed on the agenda the analysis of collected data with a questionnaire and then the results are discussed and related proposals with results are presenting.

Materials and Methods

The method of this research is descriptive – survey and it has application purpose. In descriptive research, scientist is following how the matter is, which included gathering information to hypothesis test is or any questions concerning the current status of the subject is studied (Berkowitz, L., 1965). Descriptive researches have practical aspect and also basic aspect that in application dimension the results of these studies is used in making decisions and Policies and also in programming (Castro, C.B., 2004). In this study is used of two methods including field research and library research for collecting data. In order to collect the history and theoretical foundations of the study we used from library research with reference to university libraries and information centers and are searching of the database of the latest studies and research available. Otherwise, to collect required preliminary data is used the research hypothesis test of both job satisfaction and customer satisfaction questionnaire. Each scholarship requires a conceptual model to formulate research hypothesis based on those assumptions also identify variables, relations between conceptual and operational definitions of variables and to explain them (Matzler, K., B. Renzl, 2007). (Figure 1)

In this study, is used of Smith Model to measure job satisfaction (JDI: Job Descriptive Index) and is used (ACSI: American Customer Satisfaction Index) model to measure customer satisfaction.

![Conceptual model of research](image)

Fig. 1: Conceptual model of research.

Accordingly, researcher was used the model which is providing by Smith with Kendall and Hallin. Smith et al did extensive research on job satisfaction and finally presented the results of his researches at Cornell University, USA, in the form of a model in 1969. This model was known as the Job Descriptive Index (Griffin Ricky, W., 1997). The nature of JDI is based on the belief that job satisfaction is judged compared with individual perception of alternative available jobs (Knie Michael Andersen, 2001).

Job satisfaction is an attitude that people have about their jobs which is originated from people’s perception of their job. Many organizations use attitude to determine the level of people’s job satisfaction. One of the valid instruments to measure job satisfaction is Job Descriptive Index. There are five major factors as job satisfaction in JDI model that is including:

1. Payment: Fairness and equity in pay and salary rates.
2. Occupation: The extent to which job tasks, provides opportunities for training and responsibility.
3. Improvement Opportunities: Accessibility to opportunities for advancement.
4. Supervisor: The ability of supervisor to represent the interests and care to employee.
5. Colleagues: The extent to which Colleagues is friendly, competent and supportive.

On the other hand, in this study is used ACSI: American Customer Satisfaction (Index) model for customer satisfaction. In this model, customer satisfaction is emotional reactions or modes of understanding and recognition. In other words, the feeling of joy and person satisfaction is resulting from comparison of perceived
with his expectations (Plunkett Warren R., 1997). In this model, the customer satisfaction scale is summarized as the following aspects:

1. Expectations: Customer Expectations of providers of goods and services (Kisang Ryua, 2008).
2. Perceived quality: Perception of customer from the quality of received services.
3. Perceive value: The amount of value that goods or received services have for customer.
4. Customer satisfaction: The amount of customer satisfaction from goods or received services.
5. Loyalty: Customers tend to buy from a provider even if the provider of goods and services changes in the system (Spinelli, M.A., G.C. Canavos, 2000).

**Results and Discussion**

Since the survey data followed a normal distribution, the research hypothesis are considered by Statistical software and regression testing; before considering the research hypothesis, necessary requirements to perform regression testing are considered through Camera test of Watson and testing normality of errors.

*The default regression tests:*

One of the assumptions is considered in the regression is independent of errors. There isn’t the possibility if the assumption of independence of errors is rejected, and errors are correlated with each other of regression. So, Watson cameras can be used in order to test. In this test, if the value of Watson camera statistic placed at distances of 1.5 to 2.5, we can conclude that the assumption of independence among the errors can be accepted and there are usability regressions. (Table 1)

**Table 1:** (test of independence of errors).

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.563</td>
<td>0.469</td>
<td>0.467</td>
<td>0.01254</td>
<td>1.793</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), x  
b. Dependent Variable: y

Since the Watson camera statistic (1.793) is located at a distance of 1.5 to 2.5, it can be concluded that the assumption of independence among the errors can be accepted and there are usability of regression.

*The study of the normality of errors:*

Other assumptions for the regression are errors that normally distributed with a mean close to zero. For this purpose, distribution curve of errors is plotted and as well as, normal curve is plotted and these two charts are compared; average errors should be close to zero and standard deviation is close to 1. (Figure 1)

![Fig. 1: (normality of errors).](image)

As Figure 1 indicate, and the standard error is close to one (0.997) Therefore, can utilize in this study, and for evaluating regression hypothesis.

- **The first hypothesis:**

  “Employee satisfaction from the salary and benefits is effective on customer satisfaction in Raja Railway Transport Company”.

  \( H_0 \): Employee satisfaction from the salary and benefits is not effective on customer satisfaction in Raja Railway Transport Company.
Employee satisfaction from the salary and benefits is effective on customer satisfaction in Raja Railway Transport Company.

**Table 2: Evaluation of regression to assess the impact of staff paid on customer satisfaction.**

<table>
<thead>
<tr>
<th>Level of the probability of error(α)</th>
<th>Significant level Sig</th>
<th>T</th>
<th>Standardized coefficients</th>
<th>Non-standardized coefficients</th>
<th>Regression test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Beta</td>
<td>The standard error</td>
<td>B</td>
</tr>
<tr>
<td>0.05</td>
<td>0.0040</td>
<td>8.013</td>
<td>.3370</td>
<td>.030</td>
<td>.242</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Employees payment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to Table 2, it is observed that significant level test is 0.0040, that this value is less than 0.05. Therefore, the null hypothesis was rejected and we can say with 95% confidence that salaries and benefits influence on customer satisfaction, the higher the Salaries and benefits of employee satisfaction resulting in increased customer satisfaction.

- **The second hypothesis:**
  "Job satisfaction of employees is effective on customer in Raja Railway Transport Company."

(H₀): Job satisfaction of employees is not effective on customer satisfaction in Raja Railway Transport Company.
(H₁): Job satisfaction of employees is effective on customer satisfaction in Raja Railway Transport Company.

**Table 3: Evaluation of regression tests to measure the effect of job on customer satisfaction.**

<table>
<thead>
<tr>
<th>Level of the probability of error(α)</th>
<th>Significant level Sig</th>
<th>test statistics T</th>
<th>Standardized coefficients</th>
<th>Non-standardized coefficients</th>
<th>Regression test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Beta</td>
<td>The standard error</td>
<td>B</td>
</tr>
<tr>
<td>0.05</td>
<td>0.007</td>
<td>8.208</td>
<td>.3320</td>
<td>.027</td>
<td>.223</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Employees occupation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to table 3, significance level of test is 0.007; this value is less than 0.05. Therefore, the null hypothesis was rejected and we can say with 95% confidence that job’s nature is effective on customer satisfaction. In other words, whatever the nature of the employee’s job satisfaction is more, resulting in increased customer satisfaction.

- **The third hypothesis:**
  "Promotion opportunities of employees are effective on customer in Raja Railway Transport Company."

(H₀): Promotion opportunities of employees are not effective on customer satisfaction in Raja Railway Transport Company.
(H₁): Promotion opportunities of employees are effective on customer satisfaction in Raja Railway Transport Company.

**Table 4: Evaluation of regression tests to measure the effect of Promotion opportunities on customer satisfaction.**

<table>
<thead>
<tr>
<th>Level of the probability of error(α)</th>
<th>Significant level Sig</th>
<th>test statistics T</th>
<th>Standardized coefficients</th>
<th>Non-standardized coefficients</th>
<th>Regression test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Beta</td>
<td>The standard error</td>
<td>B</td>
</tr>
<tr>
<td>0.05</td>
<td>0.020</td>
<td>7.887</td>
<td>.3320</td>
<td>.031</td>
<td>.247</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>promotion</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to table 4, significance level of test is 0.007; this value is less than 0.05. Therefore, the null hypothesis was rejected and we can say with 95% confidence that promotion opportunities are effective on customer satisfaction. In other words, whatever the promotion opportunities of the employees’ satisfaction are more, resulting in increased customer satisfaction.

- **The fourth hypothesis:**
  "Employee satisfaction of supervisors is effective on customer in Raja Railway Transport Company."

(H₀): Employee satisfaction of supervisors is not effective on customer satisfaction in Raja Railway Transport Company.
(H₁): Employee satisfaction of supervisors is effective on customer satisfaction in Raja Railway Transport Company.
According to table 5, significance level of test is 0/007; this value is less than 0/05. Therefore, the null hypothesis was rejected and we can say with 95% of confidence that promotion opportunities are effective on customer satisfaction. In other words, whatever the promotion opportunities of the employees’ satisfaction are more, resulting in increased customer satisfaction.

- The fifth hypothesis:

"Employee satisfaction from colleagues is effective on customer in Raja Railway Transport Company.”

(H⁰): Employee satisfaction of colleagues is not effective on customer satisfaction in Raja Railway Transport Company.

(H₁): Employee satisfaction from colleagues is effective on customer satisfaction in Raja Railway Transport Company.

Table 5: Evaluation of regression tests to measure the effect of the satisfaction of the employee from supervisors on customer satisfaction.

<table>
<thead>
<tr>
<th>Level of the probability of error(α)</th>
<th>Significant level Sig</th>
<th>test statistics (T)</th>
<th>Standardized coefficients</th>
<th>Non-standardized coefficients</th>
<th>Regression test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Beta</td>
<td>The standard error</td>
<td>Supervisors</td>
</tr>
<tr>
<td>0/05</td>
<td>.0050</td>
<td>3.707</td>
<td>.1620</td>
<td>.035</td>
<td></td>
</tr>
</tbody>
</table>

- The sixth hypothesis:

"Job satisfaction of employee is effective on customer satisfaction in Raja Railway Transport Company.”

(H⁰): Job satisfaction of employee is not effective on customer satisfaction in Raja Railway Transport Company

(H₁): Job satisfaction of employee is effective on customer satisfaction in Raja Railway Transport Company

Table 6: Evaluation of regression tests to measure the effect of the satisfaction of the employee from colleagues on customer satisfaction.

<table>
<thead>
<tr>
<th>Level of the probability of error(α)</th>
<th>Significant level Sig</th>
<th>test statistics (T)</th>
<th>Standardized coefficients</th>
<th>Non-standardized coefficients</th>
<th>Regression test</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Beta</td>
<td>The standard error</td>
<td>Colleagues</td>
</tr>
<tr>
<td>0/05</td>
<td>.0080</td>
<td>8.118</td>
<td>.330</td>
<td>.023</td>
<td></td>
</tr>
</tbody>
</table>

According to table 6, significance level of test is 0/0080; this value is less than 0/05. Therefore, the null hypothesis was rejected and we can say with 95% of confidence that colleagues are effective on customer satisfaction. In other words, whatever the colleagues of the employees’ satisfaction are more, resulting in increased customer satisfaction.

- The sixth hypothesis:

"Job satisfaction of employee is effective on customer satisfaction in Raja Railway Transport Company.”

(H⁰): Job satisfaction of employee is not effective on customer satisfaction in Raja Railway Transport Company

(H₁): Job satisfaction of employee is effective on customer satisfaction in Raja Railway Transport Company

Table 7: Significance of equation (ANOVA).

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of squared deviations</th>
<th>Freedom degree</th>
<th>Mean square S²</th>
<th>Fisher statistic F</th>
<th>Significance level (sig)</th>
<th>Error probability level (α)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>5.948</td>
<td>4</td>
<td>1.487</td>
<td>168.567</td>
<td>.000</td>
<td>0/05</td>
</tr>
<tr>
<td>Intercept</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to Table 7 and get a decision criterion equal to zero, this value is less than 0/05. Therefore, the null hypothesis was rejected and we can say with 95% of confidence that there is a linear correlation coefficient between the the main variable of research, furthermore, job satisfaction is including 5 Indexes: jobs, supervisors, colleagues, promote and rights and benefits and all these indexes have influence on customer satisfaction. We can conclude that Job satisfaction is effected on customer satisfaction. The job satisfaction of employee will also increase the customer satisfaction.

Conclusion:

In the previous section, we consider the data analysis and test the hypothesis and now in this section we will consider and analyze the final analysis of findings according to them to provide and conclude the recommendation.

This study is considered as “The study of the effect of employee’s job satisfaction on customers Raja Transport railways Corporation” title that accordingly, hypothesis have been developed to investigate these cases. With the completion of data analysis and also the conclusions, applied to the results, the proposed hypotheses are presented in relation to the following:

One of the findings of the study is observing the effect of fair wages and appropriate payment components compared to colleagues on the job satisfaction of employees. Distinguished merit and merit pay bonuses and
promotions of employees' job satisfaction and their motivation is to improve the performance of other employees.

Job security of employees is also an important concern, that companies should be linked to individuals, it means that companies should provide necessary background for empowering their employees to meet their social and professional expectations and thereby have a stable job. Providing the basic needs of employees in a company with an emphasis on equity in payments, more compatibility of the characteristics of jobs and rights and benefits, employee expectations is significantly; provide positive effect on manpower of company. Also provide educational facilities for the children of employees of the company in order to reduce the problems of personal life satisfaction are increased. Development facilities make use of facilities such as discount employees of restaurants, halls and sport facilities in addition to a fairly significant cost to the company will be effective in providing the feeling of being supported by the company and welfare of employees. The results indicate that the salary and benefits are offered as an effective agent; to emphasize its focus on the rights and benefits of employees in the company's strategies and organization to provide customer satisfaction.

As regards the opinion of staff is "My job does require a bit of creativity and innovation." One could say when he will enjoy of his work and will satisfy that compatible with his physical and mental talent. If work in terms of mental ability is in the people normal range, if they compel the smart and intelligent person to do these work, he had the feeling of boredom and fatigue and finally hate. A person of low degrees of intelligence level also could not cope with his responsibility and it will be deprived of job satisfaction.

We can offer the employee to participate in making decisions and to delegate more responsibility to them, and try to convert the situation of employee from contract to official in order to employees feeling their jobs are more stable. Allow employees to take advantage of the duties of their abilities and they opine on how to perform job-related tasks with full freedom. It is proposed to give people a way to take responsible actions that are consistent with the spirit and character traits, not so immobile and repetitive that caused boredom and fatigue and not so complicated that a person can do it without panic or confusion.

Company should consider this purpose and emphasized on the role of the employee job satisfaction on customer satisfaction to achieve to loyal customers. Due to the direct effect on supervisor variable on customer satisfaction which has more effect on customer satisfaction after rights and benefits variable, management plays the most important and the most productive role in company.

Awareness of new knowledge, experience and correct diagnosis can be helpful in many ways in order to achieve corporate goals and conducting training workshops and courses for managers in order to increase their skills and learn new training techniques and effective communication with others. Job satisfaction is another factor in the development and promotion opportunities that each employee has ensure the opportunity to progress is always there for him. The purpose of the manpower required to publish information about the company business. This information can form the organizational chart, listing titles and descriptions of real jobs which is classified according to payments levels, sectors and settlement areas, also it should be published the necessary qualification to authentication any of the jobs.

Providing the way of career, a fair and accurate way to career advancement could result in job satisfaction, commitment to the company and such issues. Also for engender a spirit of friendship and cooperation; managers need to be honest with their employees. Also through holding the adverse events and fun in company including sports, entertainment can increase the face to face relationship of employee in company. Because the face to face relationships were based on friendship and better relations has positive and favorable effect.

References


