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Surveying the Staff's Productivity with Approach of their Satisfaction and Loyalty Case Study: Islamic Azad University of Mashhad

A.Arab, A.Aminbeidokhti, H.Kareshki

ABSTRACT

This research was conducted with the aim of survey structural relationships between the submitted services quality for staff, staff empowerment and staff's productivity with mediatory staff's satisfaction and staff's loyalty. Research method in terms of purpose was developmental-applied and in terms of data collection methods was a descriptive-correlational research. The study statistical population was consisted of staff total of the Mashhad Branch Islamic Azad University (600 people) in 2016 that were selected. Data were collected by following questionnaires: Submitted services quality for staff (Self-made), staff's productivity (Self-made), staff empowerment Spreitzer (1995), staff's satisfaction Visoki and Krom (1991), and staff's loyalty Hosseini, Halvaeiha & Ramezani (2011). Their reliability was gained 0.88, 0.87, 0.94, 0.92 & 0.82 respectively. Then, they were analyzed by path analysis in Lisrel software. The results indicated that: Except two paths (include the submitted services quality for staff to staff's loyalty and also staff empowerment to staff's loyalty) all studied paths between variables were positive & significant. Thus, after remove these two paths, the research final model fit was satisfactory. Therefore, attention to the causes of staff's productivity should be noted in organizations, certainly with approach of staff's satisfaction and staff's loyalty.

Key words: quality of services provided to staffs, empowerment, satisfaction, loyalty and productivity of staffs, structural relations model.

Introduction

Lamzden (2009) believes that the key to achieving organizational goals is providing the needs and requirements of target markets and satisfying them more efficiently and effectively than the competition (Achak, Hamidi, and Babae Hemmati, 2015: 38). It is not possible except through staff productivity and consequently the organization which required providing qualified services to staffs and empowers them.

Problem statement

IBM in 1985 allocated 2 billion dollars for training programs and staff empowerment, interesting to note that IBM's net profit for the year was 6 billion dollars. Japanese staffs annually attend in-service courses in average of 28 days which these statistics indicate the importance of empowerment in the development of productivity. The relationship between productivity of the workforce is undeniable. The material factors are molded in the hands of man. Experienced expertise can make the best use of resources. The productive man is qualified one, and a qualified man is experienced expert (Tabiedian Shahverdi, 2015: 14). Due to Mohammadi (2001) Empowerment is one of the most effective methods to increase staff productivity and optimal use of capacity and ability of individual and group in line with organizational goals. Due to Julius (2006)

the most important factor in gaining competitive advantage in organizations are human resources. Hence attention to the issue of empowerment is serious concern of organizational managers. Empowerment is a process which improves performance and continuous improvement by the development and increasing influence the ability of individuals and groups (Ahmadi, Jahromy and Zare, 2012: 36). Also Gronroos (2010) points out that in performing, empower staffs has more sense of belonging and ownership of the work and reduced turnover of such personnel (Jafarinia and Darvishon zadeh, 2014: 54). On the other hand Riley (1996) states that the commitment and empowerment provide background of high quality service (Baumgartner, 2014: 8). He also believes that to provide high quality service the turnover rate for staff should be reduced (Ibid: 9). or in other words their satisfaction and loyalty should be increased. It is noteworthy that job satisfaction is a major factor for increasing job loyalty and ultimately keeps the overall efficiency of the organization through efficient service and better performance (Waqas, Bashir, Fahad Sattar & et al, 2014: 143). Today, the organization have considered, the quality of submitted services, their internal and external customer satisfaction and loyalty as an important criterion for assessing their performance and this trend is on the rise (Kazemi and Mohajer, 2010).

The importance of research

At present, institutions of higher education like other business organizations provides background ones, are active in a very dynamic environment, as a result of the speed and scale of the changes in the environment, higher education institutions cannot observe any changes as it can exclusively study increase the benefits and reduce the ongoing negative effects (Lavinia Popescu, 2010: 609). Due to Maringe & Gibbs (2009), one of the issues the universities from the business world have learned is how to develop a customer perspective (Gajić, 2012: 37). On the other hand, according to the Higher Education Committee of the Parliament, due to the negative population growth in the coming years we will confront reducing the students attendance to universities (heravi, 2015: 1). Also according to the first 150 thousand decrease in the number of participants in the admission tests by Iran in 2016 The measure was announced by the country in the media; Second, each year more than 150 thousand students leave Iran for continuing education and jobs and many of them never come back to the country, (Karimi,2016: 1); Third, students tendency to candidates for state universities, make the opportunity for private universities such as Azad University to compete with other universities to attract and retain the best staff and provide the opportunity for student recruitment and marketing successful education in the next step. This study is to investigate this survey.

A review of the literature and theoretical framework

Heskett & et al (1994) model as "service chain - profits" were presented showing how internal service quality and staff empowerment increases the satisfaction and loyalty of staffs and their productivity thus increasing customer satisfaction and loyalty, resulting in profitability of Company (Palmer, 2000: 210; Fitzsimons & Fitzsimons, 2001; Heskett & et al, 1997). This chain connects service benefits to its staffs and customers satisfaction and is composed of five rings In this study, two of primary ring are listed below, or 5 rings first part of this chain variable that is related to the staff listed here:

A: internal service quality: superior staff selection and training, an environment in which all concern on quality and strong support of those who are in communication with customers.

B: Satisfaction and efficient service workers: staff with more satisfaction, loyalty and hard working (Ameli 2004: 75). Submitted quality of service (domestic) for staff: the quality of services of Gronroos perspective is defined as: a judgment that clients make after receive services based on their perception of a process, they compare their expectations with the judgment of the services which they have perceived it receives. Lee et al (2011) described the received service quality as assumptions associated with the service superiority and believe that the quality of service is a reflection of the rate and direction of the difference between perception and customer expectations (Jafarinia and Darvishoon zadeh, 2015: 55). In 1983, three researchers named Parasuraman-Zeithaml-Berry (PZB) have conducted extensive field studies in the field of service quality. Extended Studies of the researchers led to develop a tool to measure the quality of service that is known SERVQUAL (Service Quality). The tool, using customer reviews, assessed status of various aspects of submitted services. Early results of this study identified 10 different dimensions for quality in the field of services, which continue to be provided in the next 5 include: 1-Tangibles: the physical facilities, equipment, personnel and means of communication appear visually. 2. Reliability: the ability to perform properly and reliable service commitments. 3. The Responsiveness: a willingness to assist in service delivery to their customers without delay. 4. Assurance: knowledge and courtesy of staffs and their ability to build confidence and trust during service delivery. 5. Empathy: attention to individual customers (Vazir Zanjani, et al., 2011: 75). Kotler and Keller (2006) believe that the quality consists of two dimensions: the technical and functional aspects. Technical quality and overall service to the tangible aspects of what is being delivered to the customer Tremblay refers. The quality of service refers to the invisible aspects and how the services supplied in throughput. In particular, the provider of the service quality of staff behavior and interaction between staffs and customers during refers to the process of providing services (Seyed Javadein et al., 2011: 69). Also Fitzsimmons (2001) believes in Service - profit chain, quality of service is internal: workplace design, job design, selection and development of staff, recognizing and rewarding staffs and customer service tools. Staff empowerment: In general, from 1980 onwards is considered the concept of empowerment in management studies. Martinko et al state (2002) in fact capable of recognizing the value and contributions of people can have affairs. Ivancovich (2003) In this process, the conditions that foster empowerment and useful information using organizational functions and puts them at the disposal of informal techniques, is recognized (Jafarinia and Darvishoon zadeh, 2015: 53). From the perspective of Abtahi and Abbasi, empowerment means empowering, which means to help people to improve their sense of self-confidence, the inability or overcome their distress and to the passion of creation and their intrinsic motivation to mobilize the tasks to perform (ALIPOUR Sarogalaei 2011). Forrester argued that empower staffs with greater focus, energetic and are more creative. Hanser and George (2005) noted that empower knowledge workers to self autonomy in the workplace and empower staffs with the importance of their work to improve sees and able to work position, So that about resolving customer problems, empowering staffs better than they are capable of act (Chen, 2006; quoted Jafarinia and Drvyshvn race, 1393: 53). Scarpello (2006) also sees empowerment as a strategy for organizational development and prosperity (Ahmadi, Jahromy and Zare, 2012: 36). Spreitzer (1995) look at a comprehensive definition of psychological empowerment consideration and

believes and someone who believes in your ability meaningfulness, competence, self-determination and effectiveness of the (Sayyid al-Amiri, Ismaili, 2011). Staff satisfaction: to express Turkeyilmaz et al (2011) Today, more than ever, organizations need their staff satisfaction (Pološki Vokić & Hernaus, 2015: 4). From the perspective of Locke (1976), job satisfaction refers to a positive or pleasant emotional expression resulting from the assessment of a person's job or job experience. In the words of Brock, Alan and Spector (2002) job satisfaction levels at which people love their jobs, or not, the vision of Abraham (2012) to the expectations, needs, values, or demographic characteristics by work environment depends on the individual. Turkeyilmaz et al (2011) believe that job satisfaction as a multi-dimensional variable, and procedures for various aspects of someone's job, such as job characteristics, relationships with colleagues, relations with supervisors, team work, pay and bonuses, promotion opportunities, working conditions and communication. Also Silvestro (2002), Abraham (2012) Brunetto et al (2012) An staff ethics and high job performance, absenteeism and turnover intention fewer, higher staff loyalty, higher customer satisfaction, efficiency, profitability and growth, including results job satisfaction understand that the investigation has been admitted (ibid: 5). Visoki and Krome (1991) staffs' job satisfaction in terms of the satisfaction of the type of work assigned, supervisors, colleagues, job promotion and pay attention to that (Robbins, 1999). Staff Loyalty: Loyalty in the Encyclopedia Britannica (1998) defined it: the amount that a person is attached to a particular object which can be anything, a person, a group of individuals, an idea, a particular job, or any reason that he sacrifices denominated (Waqas, Bashir, Fahad Sattar & et al, 2014: 143). Meyer and Allen (1991) believe staff loyalty, in fact, everything about addressing the behavior of an staff or staffs' sense of belonging to an organization. But recently staff loyalty is defined as staffs who are committed to success f organization believe that the best choice is working for the organizations. (POO, WA, KING, 2012: 28 and 27). These forces not only plan to stay in the organization, but actually are not looking for an alternative, and not considering other proposals. John, Kai and Xin (2006) believe that the low level of turnover intention of staffs to be satisfied of the fact That satisfied staffs compared with disgruntled staffs believe that the benefits received by them to be more due to stay in the organization. Therefore tend to show higher levels of loyalty and commitment to their organizations, and it is almost impossible to leave the job (Hussain, Halvaea and Ramazani, 2011: 71).

Staff productivity:

The etymological source of productivity and efficiency is derived from the word and the word in the dictionary is defined to determine the meaning of "beneficial" and "success". This concept for the first time was mentioned in an article Quesney (1766). Then Litre (1883) used it in an article entitled "The interest in producing" .Organization Cooperation in Europe (1950) offered the following official definition: productivity by dividing the output parameter to a factor of production is achieved. Productivity in Europe and other agencies that included the effective use of each of the factors of production and an intellectual point of view is always thinking about improving (Mir Sanaye, 1999; quoted in Armaki Faraji, Araste and Farasatkah, 2012: 96). Many cultures have defined productivity for expert and management "the rate of output to data.

" Stephen P. Robbins knows productivity as a set of efficiency and effectiveness. So to achieve productivity organizations must perform efficiently and effectively (Tabiedian Shahverdi, 2015: 9).

Subject	Author	Method	Result
The relationship between the quality of service received by staff with the ability of servicing to the customer	Arabi and ekrami (2004)	Correlation	There is a significant positive correlation between the components of the quality of service received by the staff and the customers they serve.
Assessing the effect of staff empowerment on service quality: assessment west mazandaran islamic azad universities	Moradpour (2010)	Pearson correlation and regression	Between the two variables there is a significant relationship between staff empowerment and quality of university services.
The relationship between psychological empowerment and job satisfaction and organizational commitment among the staff of tehran university	Mirkamali,hayat, noroozi and colleagues (2010)	Pearson correlation and regression	There is a significant relationship between psychological empowerment and job satisfaction.
Empowering effect on staff turnover intentions	Duae, mortazavi and koushazadeh (2011)	Path analysis	Burnout, the most powerful mediator to predict the effect of empowerment on staff turnover.
The effect of cognitive empowering of staffs on labor productivity enhancement factors	Beygi nia, sardari and najari nezhad (2011)	Spearman correlation and regression	There is strong correlation between "cognitive empowering of staffs" with "labor productivity enhancement factors".
The relationship between job satisfaction and productivity of the staff of the islamic azad university in tehran.	Rezghi shirsavar and mousavi (2012)	Pearson correlation and regression	There is positive and significant relationship between job satisfaction and productivity of human resources.
Report assessing the satisfaction and commitment of staffs in the automotive and transportation 1393	Davari (2015)	Structural equation modeling	There was a significant positive correlation between staff satisfaction and staff engagement
The relationship between job satisfaction and staff loyalty and productivity in the construction and installation company in shiraz petrochemical industries	Gholampoor and zare (2016)	Pearson correlation and regression	There is a significant relationship between dimensions of job satisfaction and productivity. There is a significant relationship between the dimensions of loyalty and productivity.
The impact of staff empowerment on labor productivity (case study: pars nest)	Mousavi chegini, chegini (2016)	Structural equation modeling	Empowerment has a positive and significant impact on labor productivity.
Internal marketing: using marketing-like approach to build business competence and performance improvements in large malaysian companies	Saad, ahmed, & rafiq (2002)	Correlation	Improving internal marketing mix by increasing staff satisfaction and consequently a significant relationship with improved organizational performance.
Explores the relationships between empowerment and quality of services provided to staffs and job satisfaction of staffs in an organization hospitality america	He, murrmann & perdue (2010)	Factor analysis and structural equation modeling	Staff empowerment on service quality provided to staffs and staff job satisfaction has a significant positive effect.
Quality non-educational services: comparative analysis of students and faculty as customers	Sharif kasim (2012)	Experimental	Both students and faculty members were satisfied with the quality of service and this had a positive effect on loyalty.
The relationship between job satisfaction and job loyalty among urban sports officials	Maffini, sarvjial and durhap (2013)	Regression	The relationship between job satisfaction and job loyalty is positive and significant.
Staff empowerment benefits for quality of service and job satisfaction in the hospitality industry	Baumgartner (2014)	Qualitative (case study)	Staff empowerment and job satisfaction will increase the quality of service.
Triple job satisfaction, commitment and loyalty of staffs - the interplay of concepts	Pološki vokić & herna (2015)	Regression	There is significant positive effect on staff loyalty and job satisfaction.

Labor productivity is the optimal use of the talents and potential of the individual in the organization's productivity. This means that teaching, learning and development of human resources in the organization and participation of people in managing the organization, in addition to improving individual productivity, improve the productivity of the organization (Taheri, 2002: 20). Staff productivity (including maximum use of power, attributed to efforts to achieve organizational goals and performance outputs) placed at the center of the service - profit chain (Fitzsimons & Fitzsimons, 2001). Abdullah and Bazargan harandi (2014), introduced time, cost and performance among other factors as proposed indicators of productivity evaluation. The Kanon models, the affecting factors in improve productivity labor are meritocracy, reward system and service, monthly adequate salary and retirement benefits, training and progressive work force, improve working conditions and welfare of staffs, teamwork system recommendations, participation and job rotation (Toosi, 1993; quoted Ansari Ranani and Sabzi Ali Abadi, 2010: 50). Since no research has been conducted to evaluate each of the variables simultaneously in this study to and the necessity of its importance, this study aimed to assess the structural relationships between the submitted services quality for staff, staff empowerment and staff's productivity with mediatory staff's satisfaction and staff's loyalty by inspiration raised in the and review in literature and communication of service - profit chain. Thus, according to the theoretical definition and purpose of this study, the following hypotheses were tested:

First hypothesis: There is a significant positive relationship between the submitted quality of services for staff and staff empowerment.

Second hypothesis: staff empowerment has a significant positive effect on staff satisfaction.

Third hypothesis: staff satisfaction has a positive and significant effect on staff loyalty.