Does Job Satisfaction Always Affect Customer Satisfaction?  
Case Study - (SSIO) Social Security Insurance Organization in Tehran

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ABSTRACT

The purpose of this article is to investigate the relationship between job satisfaction (JS) and customer satisfaction (CS) in the Social Security Insurance Organization (SSIO) in Iran. The statistical population of this research is composed of employees and customers of Tehran SSIO. Two questionnaires were used to measure the variables of the research. A job descriptive index (JDI) & service quality (SERVQUAL) questionnaire are used to measure JS and CS. Data are analyzed using Pearson Correlation Coefficient and regression analysis. The results indicated that there is no significant relationship JS and CS of Tehran Social SSIO (P > 0.05). Among all the research variables, only satisfaction from colleagues, employee satisfaction and satisfaction with management performance were able to predict CS from the services of the SSIO. Service satisfaction and satisfaction from colleagues also have the ability to predict satisfaction with management performance. In the end, only satisfaction with management performance and service satisfaction has been a significant predictor of CS.

KEYWORDS

Customer Satisfaction, JDI, Job Satisfaction, Service Organization, SERVQUAL

1. INTRODUCTION

Today, customer satisfaction (CS) is considered as an important measure for evaluating the quality of organization and this trend is increasing. The importance of customer and CS is related to the global competition and CS is of paramount importance for organizations (Koklic et al., 2017). In order to survive, organizations need to satisfy the actual customers and as a result, attract potential customers and new customers. Therefore, the study of customer satisfaction factors is one of the strategic goals of business managers (Abdolshah et al., 2018; Alhelalat et al., 2017). Many factors affect the customer’s

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satisfaction, and this satisfaction can lead to competitive advantage (Saeidi et al., 2015). Today CS is recognized as a key factor in competition and this means that CS plays a significant role in the financial performance and profitability of an organization (Saeidi et al., 2015).

On the other hand, Human Resource (HR) is considered to be the most valuable asset in any organization. The role of HR is the most important pillar of economic, social and cultural developments. The employee’s performance is to a large extent, influenced by motivation and JS (Abdolshah et al., 2018). In other words, the opinions of the employees are crucial about the organizations. In this point, the performance of the employees depends on their satisfaction of the work (Uyargil et al., 2010). In this point, the satisfaction of employees leads to better performance (Uyargil et al., 2010). The JS refers to the attitudes and feelings employees have about their job. Positive attitudes towards the job indicate JS and Negative attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). JS is a topic of wide interest to both people who work in organizations and people who study them.

According to Figure 1, each person needs to be in five different categories. According to Maslow, the manager need to know where an employee is on the hierarchical pyramid in order to motivate him/her. Then they need to focus on meeting that person’s needs at that level (Robbins, 2001). The Maslow pyramid moves to the upper classes require more complicated. Necessary to achieve the needs of Upstairs is fulfillment need of Downstairs. So, when the top of the pyramid of needs to be met, More JS be fulfilled and HR will be converted into human capital. It causes an organization’s growth. Therefore, according to each person needs in organization and its fulfillment, JS is measured. This indicates that the JS of employees in any organization as human capital is important. JS is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

JS represents one of the most complex areas facing today’s managers when it comes to managing their employees. In this regard, Job and JS has great importance for investigate.

Since the essential role of insurance is inevitable in compensating for the financial consequences of the risks, therefore, understanding the needs of customers and satisfying employees in order to provide better service, is the basic principles in achieving the goals of this organization.

Although the other aspects of JS have been recognized. Now considering the concepts of JS and CS and their importance in the survival and profitability of organizations, in the following, we examine the effect of JS on CS in SSIO, which is a government organization and important to satisfying the needs of customers.

Figure 1. Maslow pyramid
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