



ORIGINAL RESEARCH PAPER

Management

Relationship between Management Commitment to Service Quality, Job Satisfaction and Service Quality in Multi-Speciality Hospital in Gujarat State

KEY WORDS: Management Commitment to Service Quality (MCSQ), Employees Job Satisfaction, Service quality perceived by patients.

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ABSTRACT

This study aims to explore the relationship between management commitment to service equality (MCSQ), employee's job satisfaction and dimensions of service quality. It also aims to explore the mediating role of employee's job satisfaction that links between management commitments to service quality and service quality in the multi-speciality hospitals in Gujarat state. Data are collected through distributing the two questionnaires, one for the employee's (doctors, nurses, front line service providers) to measure management commitment to service quality (MCSQ) and employee 's job satisfaction, and the other to the patients of the hospital to measure the perceived service quality.

1. INTRODUCTION

In healthcare organisation the employees plays a very important role as it is the employee who directly comes in contact with the patient and provide medical services to them. The service delivery employee's duty is to satisfy the patient but he can only satisfy the patient/customer when he/she himself/herself feels satisfied with the job. As there is saying that a happy employee makes the customer feel happy with his services. The key to the happiness of an employee is in hands of top-management as it is the duty of the management to make an employee happy or feel satisfied by showing their interest towards service quality and when they are successful in transferring this feeling to employees then they tries to put an extra effort and performs best in providing services and making the patient satisfied.

1.1 OBJECTIVES

- a. To identify the indicators of MCSQ.
- b. To examine the extent of relationship between MCSQ, job satisfaction and service quality
- c. To examine the relationship between job satisfaction and service quality.
- d. To examine the mediating role of job satisfaction between MCSQ and service quality perceived by the patients of the hospital.

2. LITERATURE REVIEW AND DEVELOPMENT OF HYPOTHESIS

2.1 MCSQ: - Ahmed and Parasuraman (1994) defined the meaning of "management commitment on service quality" that an organization has to accomplish to make the standard for consistently good customer service. In this particular study, management commitment to service quality concentrates on four categories:

a. Management support (MS) – The MS is considered to be the recognition and the respect that an employee gets from their top management. Management support is of great importance as it guarantees the help given by the organization to deal with demanding situations so that an employee can carry out his job effectively and efficiently (Shainesh, G. and Sharma, T. (2003).

b. Reward– The relationship between employee rewards and service performance has been shown to be a significant one (Parasuraman, 1987).In any service organization the reward system has the power to serve several purposes in organization. Effective and well designed reward system helps an organization to be more competitive. A well designed reward system can retain key employees and reduce turnover.

c. Training– Poorly trained employees fail to provide a high level of service quality and deal poorly with customer complaints (Bettercourt and Gwinner, 1996; Yavas et al., 2003). It is not only important to have the right employees for the right jobs but also necessary to train these employees to deal with problems and situations that arise (Boshoff and Allen, 2000). In the context of healthcare, FHEs need to be ready to deal with customers more and more prepared to vent their frustration and anger at what they perceive to be poor service.

d. Empowerment– Empowerment is when the employees are given the opportunity and motivation to develop and make the best use of their talents (Chebat and Kollias, 2000). If management empowers employees, then the employees gain control over the delivery of the service (Hartline and Ferrell, 1996) and can provide quick, appropriate remedies to dissatisfied customers (Boshoff and Allen, 2000). Research conducted in the healthcare context shows that empowerment plays a significant role in increasing employee job satisfaction (Laschinger et al., 2001; Ugboro, 2006; Upenieks, 2003) and organizational commitment (Kuokkanen et al., 2003; Laschinger et al., 2001).

2.2 Job satisfaction and Service Quality

Nancarrow (2007) revealed that high job satisfaction created obligation for providing superior service and increased autonomy. Umar (2015) showed that job satisfaction significantly affecting performance of the organization. Robbins (2001) pointed that satisfied employees were prerequisite for improving productivity, quality, and customer service. Several studies pointed out that job satisfaction was significantly connected with service quality (Evanachitzky et al., 2011; Gazzoli et al., 2010; and Kim et al., 2009).

2.3 Job Satisfaction Mediates between the indicators MCSQ and SQ:-

Several previous studies of employees in various sectors such as hotels (Kim et al., 2009), banking (Malhotra & Mukherjee, 2004), restaurant (Gazzoli et al., 2010) and franchise services (Evanachitzky et al., 2011) all presented that job satisfaction was positively related.

2.4 Hypotheses

H1: There is a significant positive impact of JSQ (Management Support, reward, training, empowerment) on JS.

H2: There is a significant positive impact of MCSQ (Management Support, reward, training, empowerment) on dimensions of SQ (tangibility, reliability, responsiveness, assurance, empathy).

H3: There is a significant positive impact of JS on dimensions of SQ (tangibility, reliability, responsiveness, assurance, empathy).

H4: JS mediates the relationship between MCSQ (Management Support, reward, training, and empowerment) and SQ (tangibility, reliability, responsiveness, assurance, empathy).

3. Research Methodology

3.1 Research design: Descriptive

3.2 Sampling method: Convenience sampling, two stage sampling method.

First stage: Selection of multi speciality hospital in Gujarat state.

Second stage: Selection of patients and employee's (Doctors, Nurses, Front-line service providers) of hospital.

3.3 Research instrument: Structured 7 point Likert scale questionnaire.

3.4 Data analysis & Interpretation: The obtained data are analyzed with SPSS 17.0 software (Statistical Package for the Social Sciences, version 17.0, SSPS

3.5 Sampling size: In this study 120 questionnaire were distributed to the selected employee's from whom 80 questionnaires were finally selected for the study, whereas 80 fully filled questionnaire was selected from the patient's side.

4. Data Analysis:

4.1 Measurement Model

First, Cronbach's alpha was calculated to evaluate the reliability of all seven constructs: management support, service technology, rewards, empowerment, training, job satisfaction, and service quality. All factors had alpha values greater than the cut off value of .70, where

Cronbach's alpha for reward=.918, training=.938, empowerment=.841, JS=.98, SQ=.89.

Proposed Model

Indicators of Management commitment to service quality

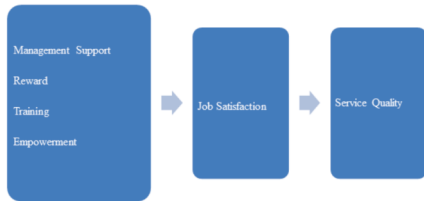


Figure 1 Conceptual Model

4.2 Demographic profile of employee's:

Male respondents 53.8% and female respondents 46.3% have found in this study. According to the designation 35% doctors, 45% nurses, 20% frontline service providing employees. 45% of employees are working in this hospital from last 3-5 years, 27.5% falls under 5-10 years, 17.5% of employee's are working in hospital from last 1-3 years, whereas 7.5% of employee's are working in this hospital from last 1-3 years.

4.3 Demographic profile of Patient:

In this study 90 % of the respondent study group is Attendants (Relatives) while 10 % of respondents are Patient itself. 18 % of the respondent study group having age less than 18, 14 % of the respondent study group having age between 18-25, 14 % of the respondent study group having age between 26-35, 12 % of the respondent study group having age between 36-45, 18 % of the respondent study group having age between 46-55 and 26 % of the respondent study group having age more than 55. In this study 60% patients are Female and 40% are male. 10% are in category of Farmer/Unemployed/ House wife/ Retired/Student while 24% are Self Employed/ Business Owner, 50% are Executive/ Manager/ Professional and 16 % are in category of Clerical/ Factory worker/ other white collar job. 6% of respondents are in category of having educational level up to primary school only, 16% having up to higher secondary school only while 14% having up to secondary school and 20% having up to Under Graduate . Only 44% are post graduate. 32% of respondents are coming in this hospital from Rural area and 68% respondents are coming from Urban Area. 84% of respondents are saying that their satisfaction with this hospital is high. 12% of respondents are saying that their satisfaction with this hospital is medium and only 4% of respondents are saying that their satisfaction with this hospital is low.

4.4 Descriptive Statistics of employee's for MCSQ and Job satisfaction

Analysis: RW (M = 4.48, SD = .883). TR (M = 4.33, SD = .952) & EMP (M = 4.40, SD = .785), JS (M=4.98, SD=.72).

4.5 Descriptive Statistics of patients for dimensions of service quality

Analysis: Accordingly, the most dominant dimension of service

quality is tangibility with (M=5.44,SD=.716), Reliability (M=4.9, SD=.71),Responsibility(M =4.6,Sd=.82), Assurance (M=4.7, Sd=.86),Empathy(M=5.2,SD=.78).

4.6 Regression Analysis (Overall MCSQ and JS)

TABLE 1 Model Summary

Model	R	R Square	Adj R Square	Std. Error of the Estimate
1	.836(a)	.699	.696	.36589

a Predictors: (Constant), MCSQ

The Table shows that the overall MCSQ explains 69.6% variance in JS because adjusted R2 is 0.696. The correlation of coefficient (R) is 0.836 that means there is a strong relationship exists between overall MCSQ and JS.

TABLE 2 ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.297	1	24.297	181.490	.000(a)
	Residual	10.442	78	.134		
	Total	34.740	79			

a Predictors: (Constant), MCSQ

b Dependent Variable: JS

The ANOVA Table shows that F = 181.490 and it is significant at .000 level that means overall the indicators of MCSQ as a predictor, predicts significantly JS.

TABLE 3 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.900	.303		2.969	.004
	MCSQ	.893	.066	.836	13.472	.000

a Dependent Variable: JS

The coefficient Table shows the significant relationship between independent variables and dependent variable. Therefore null hypothesis is rejected.

4.7 Regression Analysis (Overall Management commitment to service quality and service quality perceived by patients)

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587(a)	.345	.336	.51118

a Predictors: (Constant), MCSQ

The Table shows that the overall management commitment to service quality explains 33.6% variance in service quality because adjusted R2 is 0.336, this indicates a moderate proportion of explained variance. The correlation of coefficient (R) is 0.587 that means there is a strong relationship exists between overall management commitment to service quality and employee's job satisfaction.

TABLE 5 ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.727	1	10.727	41.051	.000(a)
	Residual	20.382	78	.261		
	Total	31.108	79			

a Predictors: (Constant), MCSQ

b Dependent Variable: SQ

The ANOVA Table shows that F = 41.051 and it is significant at 0.000 level that means

Overall the indicators of management commitment to service quality as a predictor, predicts significantly the dimensions of service quality.

TABLE 6 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.292	.423		5.414	.000
	MCSQ	.593	.093	.587	6.407	.000

a Dependent Variable: SQ

The coefficients Table shows that beta= .587 and it is significant at 0.000 level that means Overall the indicators of management commitment to service quality as a predictor, predicts significantly job satisfaction. Therefore null hypothesis is rejected.

4.8 Regression Analysis (JS & SQ)

TABLE 7 Model Summary

Model	R	R Square	Adj R Square	Std. Error of the Estimate
1	.694(a)	.481	.474	.45491

a Predictors: (Constant), JS

The Table shows that the job satisfaction explains 47.4% variance in service quality because adjusted R2 is 0.474; this indicates a moderate proportion of explained variance. The correlation of coefficient (R) is 0.694 that means there is a moderate relationship exists between JS and SQ.

TABLE 8 ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.967	1	14.967	72.326	.000(a)
	Residual	16.141	78	.207		
	Total	31.108	79			

a Predictors: (Constant), JS

b Dependent Variable: SQ

The ANOVA Table shows that F = 72.326 and it is significant at 0.000 level that means JS as a predictor predicts significantly the SQ.

Table 9 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.965	.358		5.486	.000
	JS	.604	.071	.694	8.504	.000

a Dependent Variable: SQ

The coefficients Table shows that beta= .694 and it is significant at 0.000 level that means job satisfaction as a predictor, predicts significantly service quality. Therefore null hypothesis is rejected

4.9 Regression Analysis (JS as a mediator between MCSQ and SQ)

TABLE 10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694(a)	.482	.468	.45767

a Predictors: (Constant), MCSQ, JS

The Table shows that the job satisfaction and indicators of MCSQ gets combined to explain 46.8% variance in service quality because adjusted R2 is 0.468.

TABLE 11 ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.980	2	7.490	35.758	.000(a)
	Residual	16.128	77	.209		
	Total	31.108	79			

a Predictors: (Constant), MCSQ, JS b Dependent Variable: SQ

The ANOVA Table 18 shows that F = 35.758 and it is significant at 0.000 level.

TABLE 12 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.930	.388		4.979	.000
	MCSQ	.037	.149	.036	.248	.805
	JS	.578	.128	.663	4.506	.000

a Dependent Variable: SQ

The standardized coefficient of the total effect of MCSQ is $\beta=0.587, p<.05$. The standardized coefficient is $=.036, p>0.05, p=.805$. It is indicated that the magnitude drops from 0.587 to .036, and the MSCQ becomes insignificant. This implies full mediation. MCSQ and SQ direct relationship beta value reduced from 0.587 to 0.036, when the mediator JS is included. Therefore null hypothesis is rejected.

5. Managerial Implications

The study will foster the top management of the hospital to understand the importance of job satisfaction and how it can affect the service quality. Thus, overall service quality will be improved and automatically performance of the organization will be improved. This study earns an aptness for implications of MCSQ towards employee satisfaction, SQ improvement, and performance improvement in multi speciality hospital. Job satisfaction is an essential predecessor for superior service quality and performance. Only top management's has the hidden power to create motivated employees through job satisfaction. The motivated employees are the asset of workplace and this asset ultimately ensures service quality.

6. CONCLUSION

The objective of the study is to examine the relationship between MCSQ and service quality through job satisfaction in the context of multi-speciality hospital. Also, it has an aim to observe the mediating impact of job satisfaction. The study discloses that the overall MCSQ has a significant positive impact on service quality and job satisfaction. It also shows that the job satisfaction has a significant positive impact on service quality and job satisfaction plays a mediating role between MCSQ and service quality.

In the end, the study reveals that job satisfaction is fully mediating between MCSQ and service quality MCSQ determines what level of service quality is important. Overall, the results confirm the effect of management commitment to service quality on job satisfaction and service quality.

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