

**THE RELATIONSHIP BETWEEN SERVICE QUALITY AND EMPLOYEE
SATISFACTIONS AT INSTITUT JANTUNG NEGARA (IJN)**

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ABSTRACT

This research was conducted to find and get a better understanding of service quality dimensions by identify which of the five dimensions of service quality (SERVQUAL) has the greatest influence on employees' satisfaction, level of employees' satisfaction and to examine the relationship between service quality and employees' satisfaction with the services offered by the Institut Jantung Negara (IJN). SERVQUAL model is used to measure service quality and employees' satisfaction. The five of SERVQUAL consists of **tangibles, reliability, responsiveness, assurance** and **empathy** are the identified independent variables, while employees' satisfaction as the identified dependent variable. The questionnaires were filled by the staff of Institut Jantung Negara (IJN) where the questionnaires were sent to the departments in Institut Jantung Negara (IJN). Convenient sampling method was used to determine the sample size and 100 respondents had given their prompt feedback within the suggested time frame.

Key words: Service quality, SERVQUAL, Employees Satisfaction, Institut Jantung Negara (IJN)

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CHAPTER 1

Introduction

Overview

Employee satisfaction is perhaps the most frequently studied construct in the organizational sciences (Schneider and Brief, 1992). Employee satisfaction has been defined as “a pleasurable or positive emotional state resulting from the appraisal of ones job or job experiences” (Locke, 1976).

It is often assumed that employees who are more satisfied with their job condition are more likely to produce better work outcomes. This is base on the rationale that higher levels of satisfaction improve morale and reduce voluntary turnover (Dole and Schroeder, 2001). A meta-analysis conducted by Petty et al. (1984) concluded that employee satisfaction and performance are indeed positively correlated.

Models of employee turnover almost universally propose a negative relationship between satisfaction and turnover (Hom and Griffeth, 1991; Hulin et al., 1985; March and Simon, 1958; Mobley et al., 1979; Price and Mueller, 1986; Rusbult and Farrell, 1983). More importantly, three meta-analyses have concluded that such a link exists (Carsten and Spector, 1987; Hom and Griffeth, 1995; Steel and Ovalle, 1984), and studies using structural equation modeling techniques support the viability of casual

relationship (Hom and Griffeth, 1991; Price and Mueller, 1986). Improving employee satisfaction thus appears to be instrumental for decreasing employee turnover.

Due to the potential impact that employees have on business, it is imperative that management understand the specific dimensions that help shape employees' attitudes toward their jobs. Over the past several years, considerable attention has been given to role conflict, role clarity, job tension and job satisfaction as four very important determinants of the performance of individuals and their impact on the operational effectiveness of the organization (Kelly et al., 1981; Lusch and Serpkenci, 1990)

From a user's perspective satisfaction is related to confirmation or disconfirmation of expectation. This study explored the differences between employees' perception of job features and the attributes employees expect, based on the propositions of SERVQUAL (Service Quality) (Parasuraman et al., 1988) and introduced a simple method for calculating overall employee satisfaction grade.

Background of the Study

The lifeblood of a service organization is its employees, particularly front-line, customer contact employees. Services, unlike tangible products, are produced and consumed at the same time, making the front-line service employee essentially the service producer. This aspect of services brings into sharp focus the vital role that service employees play in the delivery of high quality services. One of the most important issues a service organization faces is how to motivate service employees to perform their roles well, thus ensuring that customers perceive high quality service, enabling the