

Review Paper on the Commitment to Service Quality and Relationship with other Constructs

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Abstract

In the service sector scenario there are several challenges and changes face by the organization where commitment of service quality plays important role in reaching the service organization goals by delivering the better service to customers. This literature review paper summarized the previous literature on the commitment to service quality. Review base on the published articles and papers over 30 years, our research covers various research areas perspectives on commitment to service quality. This literature review bring to better understanding commitment to service quality and indicated that there is hug gape in the literature and ignore the this constructs.

Keywords: Review Paper, Commitment to Service Quality

Introduction

Organization seeking beneficial approaches to differentiate themselves increasingly on service delivery in competitive environment. Frontline service employees are responsible to deliver those services to customers. These frontline employees present the voice and face of organization in front the customers (Hartline and Ferrell, 1996; Schneider, Wheeler, and Cox 1992). But scholars claimed that service organization lose their customers because of poor service delivery (Pahi and Hamid, 2015; Zeithaml, Berry, and Parasuraman 1996; Boulding et al. 1993), which indicated that still service organization are not convenience frontline employees to improve the service delivery. These researches indicated that organization must focus on the employee's commitment to enhance service delivery. Though, commitment to service quality (CSQ) has been predictable as most important and determinant of service delivery (Hartline and Ferrell 1996; Babakus et al. 2003; Pahi and Kamal, 2016). According to Witt and Steward, (1996), and O'Neil and Palmer (2004) CSQ is the essential for organizations to achieve

excellence in service prospects (Peters & Waterman, 1982; Ellinger et al., 2013). According to Pahi and Hamid, (2015) committed employees play vital role in the organization in delivering service beyond requirements. Furthermore, Hashim and Mahmood, (2012) have defined committed staff to be positively influencing upon customers services. Therefore, the important basis to assess quality is through an individual's experience in his or her services which comes from the internal quality service of the internal customers. Kandampully (2002) added that commitment and the willingness to give quality service to customers is a prerequisite in achieving service quality. Relatively, service firms are little known about utilization and motivational of CSQ. It is most interesting that now days term CSQ appearance increasing more rapidly than general search. This literature review paper contributes to the understanding of CSQ by reviewing the existing literature.

Literature

Concept of commitment to service quality

The concept of CSQ came from two perspectives, organization commitment and service quality. Both areas are related with CSQ. CSQ has been conceptualized from commitment of organizational literatures (Porter, Steers, & Boulian, 1973). Their study was generally based on the assumption that organizational commitment is the root to the individual's attitude in an organization. This links to the definition of attitude by Tosi and Mero (2003), which reflects a person's like and dislikes towards other persons' events and activities in their surroundings. According to Davis and Newstrom (1989), attitude is defined as feelings and beliefs which chiefly determine on how the workers view their own surroundings. According to them, it is more an individual view point regarding something. The study found that commitment seems to play the most promising role in decision making particularly when it comes to staying or leaving the work. Since then, commitment theory has been given a good support from various contexts, jobs, work teams, programs and also organization (Kroth, 2007). Furthermore, their work has also forwarded three dimensions of organizational commitment which includes affective commitment which denotes to the emotional inclination of an employee towards the work or job. Porter et al., (1974, p.603) defined employee commitment as "the strength of an individual's identification with and involvement in a particular organization and their willingness to exert more effort to work collaboratively and become members of the organization in order to achieve the organizational goals and deliver high service quality".

In addition, they had claimed that organizational commitment refers to mindset that connects employee with a certain course of action. The commitment may result differently for example, the decision of staying or leaving and delivering service to customers in the organization (Herscovitch & Meyer, 2002). Singh (2007) has suggested that the concept forwarded by Mayer and Allen (1999) is realistic and accurate due to the fact that it takes both, individual attitude and how it links with his/her behavior into account. Studies (Wong, Ngo, & Wong, 2002; Malhorta & Mukherjee, 2004; Suliman, 2001; Emery & Baker, 2007; Clark et al., 2009; Wallace, de Chernatony & Buil, 2013) have highlighted that affective commitment has received better support as it has been inferred to having the same effect as CSQ. Therefore, it is related to

“desire” or “emotional attachment” of the employees to their organizational goal in providing the best quality service for effective attainment of customers’ expectations.

Therefore, service quality plays the most important role in the service sector. It focuses on the two aspects; customers’ expectations and service provided by staff of organization (Brady & Cronin, 2001). Employees also play an important role as they are the ones who interact and serve the customers (Sureshchandar et al., 2002). Relationship of service quality and employees commitment has been defined by various authors (Zheng, 2009; Dhar, 2011). Success of a service organization relies upon the delivery of high quality service but it also relies on the commitment of employees. When staff members are emotionally attached with their organization, they tend to perform better whilst providing high service quality to customers (Paulin et al., 2006). In simple words, commitment of employees renders high service quality (Allen & Grisaffe, 2001). Furthermore, committed employees take extra responsibilities, efforts and strive harder to increase customer satisfaction and deliver high service quality (Dhar, 2015). Therefore, employees’ commitment was found to be positively linked with service quality (Gounaris, 2005). In addition, CSQ as an employee’s emotional attachment to, deliver high services to customers in the organization. According to (Clark et al., 2009) and (Hui, Chui, Yu, Cheng; & Tse, 2007; Hashim & Mahmood, 2012). Wallace et al., 2013; Mayer & Allen, 1991) in accordance with their work, researchers have studied organizational commitment and service quality from different national and international perspectives. For instance, it was found that employees’ CSQ has a deep impact on the customers’ satisfaction.

Commitment to Service Quality

Equally important, commitment was defined in service quality as “employees’ dedication to bring service quality and ready to give service beyond what expectation” (Clark et al., 2009, p 216). Peccei and Rosenthal (1997) have explained it as efforts in employees’ jobs for the benefit of customers through ongoing improvement process. Pahi and Hamid (2015a) found that committed employees provide the best service and strive to reach the expectation of customer in a service organization. Ellinger et al., (2013) when employees are highly committed they, tend to express high commitment towards service direction level going to high commitment towards service and also facilitate others in doing the same. Another research focused on CSQ and concluded that right way to enhance the service delivery through committed employees on service encounter and committed employee provides numerous benefits to an organization (Wong & Cheung, 2014). Accordingly, to Schroder (2008) described that committed employee are devoted with the organization and work more than what is expected out of them.

Its consideration of association between service quality and commitment of employees, it refers to employee response and employee attitude towards the workplace (Grebner, et al., 2003). Employee willingness transforms into commitment which motivates them to perform better with maximum efforts (Malhotra & Mukherjee, 2004; Pahi & Hamid; 2015a). During the critical time service encounter, their willingness of service employee will effect on customer (Zeithaml et al., 1990). Research reports (Ghiselli et al., 2001; Karatepe et al., 2006) have

highlighted that committed employees are more effective in meeting service standards and job requirements. Varela, González and Garazo (2006) have suggested that service employees are commitment when positive effects of work and service are aligned. Moreover, Hartline et al, (2000); Clark et al, (2009) and Elmadag et al., (2008) have claimed that committed employees of an organization will always be loyal and are inversely related to turnover. Such employees are known to spend more time and effort to help their organization in achieving goals as well as they put aside their self-interest to offer greater service (Sadiq ,Sohail & Shaikh, 2004; Porter et al., 1973). Besides, Rashid, Sambasivan and Johari (2003), added that these employees subscribe themselves to the idea of being a citizen of the organization and remain fully committed to the goals of the organization. In short, based on the various definitions about service quality, it can be deduced that staff CSQ can be referred as dedicated and ready to give beyond than what is expected from them in achieving excellence in service quality by meeting customers' satisfaction and needs (Clark et al., 2009).

Organizations can be recognized on the basis of their services delivery (Peccei & Rosenthal 1997). In a service organization, employees` behavior is very important and highly related to what customers in terms of service quality (Sergeant & Frenlel, 2000; Bitner, Booms & Tetreault, 1990). Employees in the service sector become more important due to their constant customer interaction (Sun et al., 2012). In service organizations issues and concerns of the direct service providing employees should be dealt with great consideration to enable them to provide quality service on daily basis (Bowen & Schneider, 1989). According to Peccei and Rosenthal (1997), employees' needs should always be taken into consideration in order to motivate them to provide better service. Attitude and behavior of employee plays an important role in the interaction between employees and customers (Sun et al., 2012). Furthermore, the behavior of service employees also influences on the operation of services and directly influences on the customers (Hartline & Ferrell, 1996) Researcher have empirically approved this notion that employees` behavior is most important particularly when it comes to service delivery in the service organization (Shostack, 1977; George & Gronroos, 1989).

Commitment to Service Quality with other Constructs

There has been a lack of investigation on CSQ over the globe, more importantly; there have been only a few studies that were conducted in the service sector. Studies are using variable CSQ in service organizations. Ellinger et al., (2013) stated that CSQ is an important aspect. Further stating these researchers have elaborated that it is necessary to pay attention towards service provides (employees) and service receivers (customers) while investigating the social capital investment and work related behaviors and attitudes relationship. Furthermore, CSQ explained by Hashim and Mahmood, (2011) that transformational leadership style influence on CSQ in education industry. Clark et al., (2009) conducted research on CSQ by using leadership styles (such as participate, directive and empowering) for further explanation of an understanding on the significant influence of leadership styles over CSQ. Apart from this, another study was conducted by Sun, Hsu, and Wang (2012) over the Starbucks stores in Taiwan; this study examined the relationship between reward system and CSQ. The results of

the above study reported positive relationship between reward system and CSQ. Furthermore study conducted on front line employees in logistics service provider defined different approaches to enhance employee CSQ by using moderator as management to CSQ (Elmadağ, Ellinger & Franke, 2008). Similarly, the investigation of the effectiveness of CSQ in the banking sector was recently conducted by Asgari (2014). Although the research in this domain has been very limited but most of these studies have concluded that CSQ is an important factor. Particularly there has been a lack of investigation of the role of CSQ in others sectors. Therefore, the present study has attempted to address this knowledge gap by addressing the CSQ.

Methodology

In the systematic literature review is important to evaluate the contribution of a given body of literature by (Ginsberg and Venkatraman, 1985). In the methodology was important that could cover the CSQ. This is most important part of the literature review paper to search in various databases using the related words with specific topic of paper. There is a lot of literature related with topic and rounding links. In this study we searched literature with three key words (CSQ, commitment, service quality). Our objective of study covers the whole variable as operational definition, conceptual theories on same domain. In systematic review process used key terms to find literature in these databases the ISI web of knowledge, social sciences citation index (SSCI) and directly database Google scholar with relevant links of the journals. Search terms and keywords in above searching databases as language English, document type research article, student's papers, area business, management and specific human resource management.

Discussion

The main contribution of this study is to offer the comprehensive literature review on CSQ and other constructs which influence CSQ. After the reviewing the literature on commitment to service quality and related constructs. Present study found that CSQ has positive relationship with other constructs which mainly ignored in the empirical studies all over. Though, our review of literature described the CSQ research is disjointed, poor grounded theoretical and not joined fully tested with constructs and areas of research. Only leadership (transformational, transactional and laissez faire leadership style) investigated with CSQ in the service organization. The study confirmed that CSQ is most essential for the employees and organization. Furthermore, CSQ plays important role to convenience employees to deliver high services to customers. This study found that committed employee will performed beyond the requirement of the customers. Our study indicated that CSQ will test with different constructs in different areas. This study highlighted the importance of CSQ and indicated that also future studies. This study is indicating that empirical research might bring the opportunities to understand clearly CSQ and proposed the models in the different sectors to understand commitment to service quality and with other constructs. This study indicated many other constructs related to CSQ which open door for future research. Future studies could explore the possible moderators of the proposed relationship on base this research. This study has also

limitation. Present study has not proposed the preposition relationships between variables which will be logical next empirical research. This study only base on some renounce database. These databases may have omitted any pertinent research. The filtering process in searching of articles on CSQ may have omitted some important relevant research.

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