

E- Service Quality and Employees Satisfaction: A Study of Employees at Government Agency

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ABSTRACT

Today, the rapid change of lifestyle and improvement of working style has been priority and always up to date such as uses of gadget, internet, social networking, machines and others. Then, to interact with all people in the business most companies most organizations are endeavouring to increase competitive advantage by using e-service quality. The purpose of this study was intended to assess the relationship between e service quality dimensions and its impact toward employee satisfaction of service quality of e-cuti at Majlis Perbandaran Temerloh, Pahang by adapting and modifying SERVQUAL model. Two objectives were studied in this research, two objectives was to study the relationship between service quality (reliability and responsiveness) with employee satisfaction. The result shows that the entire variable shows significant relationship with the employee satisfaction. The data collected from the respondents through distribution of questionnaires. This study focused on Pearson's correlation and hypothesis testing. Questionnaires were sent out to 175 employees' at Majlis Perbandaran Temerloh, Pahang.

KEYWORDS: SERVQUAL Model, Reliability, Responsiveness, Employees Satisfaction.

INTRODUCTION

Organizations with the most experience and accomplishment in utilizing e-service quality are beginning to realize that the key determinants of success or failure are not merely web site presence and low price, but rather additionally incorporate the electronic service quality (e-service quality) [12]. Sustainable e-service quality is the ability to manage and maintain their satisfaction and loyalty to retain them as satisfied internal users, and the ability to deliver e-services continuously with sustainably superior quality over a long period that internal and external user require, perceive and appreciate the service [5].

It is true enough that it is difficult not to use computer applications in the work environment today. There are various job tasks that must be done utilizing computer applications. For example, the Internet, E-mail, word processing, databases, spreadsheets, slides and so on. In [1] claimed that the digital revolution has fundamentally changed how people live and work. He also states that the business of government is now driven by email and electronic documents rather than by paper. There are widely utilized by working adults in many organizations. The utilization of these computer applications has impacted the acceptance of user toward technology [6]. However, this electronic technology has not only changed the office environment and job, but also influenced the way people think about and use information [10].

LITERATURE REVIEW

Employees Satisfaction

According to [3], employee satisfaction can be defined as individual feeling of disappointment or pleasure as the result from his or her expectation of the outcome. Consumer's satisfaction can also be explained as consumers' evaluation in term of products or service, which the products or service either successfully or failed to meet the expectations of the consumers. Furthermore, consumers satisfaction can also be apply to intangibles goods as well as tangibles goods, this shows that service can also be rated [12].

Most studies by other researcher show that higher levels of employee satisfaction will lead to greater employee loyalty, which will results in better company performance [3]. In [3] stated that, it can understand that to satisfied employee are the key to a business success. To improves and maintain a loyal employee base, expanding the business and dominating market share are a must to increase long term profitability. Employee satisfaction can be used to measure how each organization product or service perform in order to meet consumer's preference. Furthermore, it complements the traditional measures of economic performance, providing information not only to firm themselves but also to governments' regulators, shareholders, investors

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and buyers. Consumer's satisfaction can be said as the degree in which a consumer's expectation is successful or failed to be fulfilled by a product or service [4].

Service Quality

Service quality is one of the most popular topics in the service marketing cluster. In [9] indicate that convenience, flexibility, enjoyment and efficiency are major positive themes in the online environment. He also stated that in negatives themes there are risk of obsolescence, security concerns, lack of controls and impersonalisation, both of this themes are strongly related to service quality

SERVQUAL Model

In this study only two from five dimensional construct of perceived serviced quality is used, which is reliability, responsiveness and assurance from the SERVQUAL model. SERVQUAL model has been widely acknowledge and used widely in various service setting in many organizations in the past decade [8].

Table 1: SERVQUAL model

Dimensions	Definition
Reliability	Providing the service on time and as requested
Responsiveness	Human service providers' ability to react to the clients in an accurate, error-free, helpful and prompt manner.
Adapted from [2]	

E-Service Quality

In business today, e-service quality is important and has been one of the common topics of discussion because the Internet is regarded as a primary channel for delivering e-service. E-service quality is defined as an employee experience with the service provider through a given electronic channel without human intervention, and overall consumer evaluations and judgments regarding the excellence and quality of e-service delivery to insure the employee loyalty [11]. Research over the recent decades has shown that service quality impacts utilization decisions. For example, service quality measures have been applied to determine the quality of virtual community web sites [7]. According to [12], e-service quality of a high standard is the means by which the potential benefits of the Internet are realized for online consumers.

Reliability and Employee Satisfaction

According to [12], reliability is prompt delivery, billing accuracy and correctness of fulfilment. It is also can be explain as the ability to perform the guaranteed service accurately and dependably. All web site need to be able to deliver the service to employee without failure to be deemed giving reliability service, every service provided need to be deliver according to the promised to the employee. The literature reveals an increased degree of strong relationship between service quality, employee satisfaction and performance (both financial and non-financial) where face-to-face dealing between clients and employees is the main core interest [13]. Technology extension has greatly affected the decision of service delivery standard and services marketing strategies. This has yielded many prospective competitive advantages including augmenting of productivity and enhanced revenue creation from new services [9].

Responsiveness and Employee Satisfaction

Responsiveness can be characterized as willingness to provide prompt service and assist employees. It measures an organization's willingness and ability to provide prompt service when employees have problems or questions[14]. Service provider of web site need to act fast when employee is encounter with problem and solve it accordingly to employee needs and wants, different people need diverse ways of handling methods to solve the problem.

METHODOLOGY

This correlational type of study studied relationship between reliability and responsiveness towards the employee's satisfaction at Majlis Perbandaran Temerloh, Pahang. Stratified random technique was used in this study. For the purpose of collecting data, self-delivered and e-mail approaches have been utilized. A total of 175 questionnaires were distributed to the Majlis Perbandaran Temerloh, Pahang staff. The questionnaire has 4 sections. Section "A" was demographic profile of the respondent. While, section "B" to "E" measured using Likert scale, respondent need to respond whether agree or not with every question in section B to D. Respondent need to indicate their satisfaction in five point Likert scale, "1" is Strongly Disagree, "2" Disagree, "3" Uncertainty, "4" Agree and "5" is Strongly Agree.

Section "A" of the questionnaires was for demographic profile of the respondent. Respondent need to indicate their gender, age, marital status, level of education and salary. In section "B", the question need respondent to answer about reliability of e-service quality, section "C" was responsiveness of e-service quality

and lastly section “D” regarding employee satisfaction. The data collected were analyzed using the SPSS version 20.0 include Pearson Product-Moment Correlation Coefficient. Three hypotheses were developed:

- H₀: There is a positive relationship of reliability and responsiveness and employee satisfaction
- H₁: There is positive relationship of reliability and employee satisfaction.
- H₂: There is positive relationship of responsiveness and employee satisfaction

FINDINGS AND DISCUSSION

The study intended to study the relationship between SERVQUAL model, which comprises of two elements namely reliability and responsiveness towards employee’s satisfaction among employees in Majlis Perbandaran Temerloh.

Thus Pearson’s Correlation has been used to determine the strength of relationship of independent variables which are (reliability, responsiveness and assurance) and dependent variable (employee satisfaction on the service quality of e-cuti).

Table 2: Correlation analysis (n = 175)

Variables	Pearson Correlation
Reliability	0.500**
Responsiveness	0.591**
Employee Satisfaction	

**Correlation is significant at the 0.01 level (2-tailed)

Table 2 shows the correlation between all variables in this research. The dependent variable that is employee satisfaction towards service quality of e-cuti has been correlated with the independent variable, which is reliability and responsiveness. Based on the result on the table above, it can be indicate as moderate correlation has been showed by 0.591 and 0.500.

The highest value among the variables was the value of correlation between responsiveness and employee satisfaction with 0.591. It shows that there was a positive relationship between both variables, while the lowest correlation among the variable was reliability and employee satisfaction that resulted 0.500 shows a positive relationship.

Overall result shows that the three variables show significant relationship between dependent variable, which is employee satisfaction towards service quality of e-cuti.

Hypothesis Testing

Hypothesis was tested by testing the influence of independent variables, reliability and responsiveness assurance towards dependent variable. In the part of analysis, 2 (two) hypothesis were tested. Based on the table in correlation analysis, it shows that all the independent variable which are reliability and responsiveness have significant impact on employee satisfaction on e-service quality of e-cuti. The significant value is below than critical value, which is 0.05 (P<0.05). Therefore, all hypotheses can be accepted.

Table 3: Hypothesis testing

Items	Hypothesis	Results
H ₁	There is positive relationship of reliability and employee satisfaction	Supported (p < 0.05)
H ₂	There is positive relationship of responsiveness and employee satisfaction	Supported (p < 0.05)

CONCLUSION AND RECOMMENDATIONS

The researcher had selected 175 respondents in order to complete this research. Respondent was from the staff at Majlis Perbandaran Temerloh in Temerloh Pahang that came from many backgrounds. This study moreover required the researcher to analyse data by using correlation coefficient and hypothesis testing. Based on that analysis, the researcher can determine a systematic relation between the variables.

It can be concluded that all recommended objectives is accomplished. The first two objectives were to study the relationship of service quality (reliability and responsiveness) and employees satisfaction. From the table, it shows that there is positive relationship between those variables. It can be explained that all independent variable show significant relationship with employee satisfaction. The highest value for correlation coefficient among the variable is responsiveness with 0.591 and the lowest is reliability by 0.591.

The last objective was to determine which variable among service quality (reliability and responsiveness) that mostly influence employee satisfaction. Based on table, it can be concluded that all service quality variable have significant impact on employee satisfaction towards e-service quality of e-cuti as the significant value was lower than value ($p < 0.05$). All 3 hypothesis were accepted.

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