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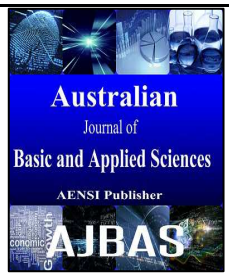

The Effect of Trust on the Link of Satisfaction and Performance amongst Public Service Servants: A Framework

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ABSTRACT

Nowadays, modernization of the goverment having problem on the the failure of their performance that basiscally measured by the trust issues. Furthermore, practitioners tried to find out the ways to improve and maintain a trust relationship between customers and goverment servants. Thus, trust affected the customers satisfaction. Without trust, customers as well as the citizen will less likely to pay taxes and invest in the work of government. When citizen depend on the government to solve their problems, they typically needs to increase their performance by giving the better services to the public.

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INTRODUCTION

The effective public services will be viewed as there is much effort towards their work performance. For example, in Kenya public service ethics has been entrust to several parties as well as public service commission code of regulations for civil servants Act cap 185, Prevention of corruption Act cap 412. Both of the parties will monitor very detail on their work performance to increase customer satisfaction and gaining trust from the citizen (Lankeu & Maket, 2012). One of the major causes of the process on gaining the customers trust, has been given shape by program such as Reinventing Government in U.s, Canada in order to increase trust in government services. This attractive idea will simply increase quality of public service delivery as well as satisfaction in the public sector an ultimately lead to trust in government service servant performance (Bouckaert & Van de Walle, 2003).

According to Bussaca and Padula (2005) as customer satisfaction is rarely concerned with a single aspect of service quality but rather with several aspects. The main implication is to design service packages with attributes that will increase customer satisfaction.

Brysland and Curry (2001) mentioned in his research paper that he clearly supported the use of SERVQUAL in the public sector in order to improve service delivery system. This system has often become an important component in a broader step to reform existing approaches in public service management more generally.

A previous study by Carlzon (1987) mentioned that in order for organization to survive in the global world, the uniqueness of service strategy is required in their working environment where it can differentiate between organizations and at the same time, create a competitive advantage. On the other hand, many previous researchers also concluded that service quality plays an important role in order to create customer trust, generate satisfaction, to be good in the stock performance and increase the value on the organization.

Besides, the other thing that may provide quality for what government wanted in transformation of the public service is effective human resource and communication skill. Over the long time ago, many researchers had been underline about the relationship between HRM policies and practices will impact the organizational performance. In addition, customer satisfaction is one of the marketing terms that will measures an organization services towards customers satisfaction it was describe by other author like Anastasiou and Nathanailides (2015) this is important because very utilize in order to improve

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the organization as well as to achieve goals. So that, developing government performance and to be more productive in getting the satisfaction by customers is on the effective HRM and communication.

Problem Statements:

Many of employees having stressed to be better on performance to carried out trust within customers and employees. This is might be they do not satisfy with the task given so that they cannot perform well with their job. Employees with the higher level of job performance will overcome the higher customer satisfaction toward their product or services. A part of that, job performance in government servant can leads to get the higher customer satisfaction and high productivity (Anastasiou & Nathanailides, 2015).

Sundaram D.S and Cynthia, W. (2009), underline that government servant must be aware with type of the communication will giving the higher customer satisfaction and the communication style which is cannot achieve customer satisfaction. Furthermore, most organization will provide the customers surveys to determine what the expectation of the customers. So that, if any customers make any complaints toward the organization they have to managing the customer complaints as so as develop an effective strategies to prevent the negative complaints and at the same time improve the service performances well (Stephen 1998).

Is the performance and trust have the relationship based on this issue, or may have underestimated the importance of performance to building trust and thus may have diverted public servant attention to performance factors. This underestimation may produce misconceptions of trust and performance, as well as they will totally failure to measure government performance meaningfully (Teresa, 2005). That is, by performance measurement practice is improve, can be more effective link between performance and trust. Besides, without properly understanding what the public want, and how they relate to today's services, it will be impossible to set a strategy of the services for tomorrow that can fit the lives of their live.

Research Questions:

The study intends to answer the following question:

1. What are the relationship of service performance to customer satisfaction?
2. What are the causes that can contribute the relationship of trust and customer satisfaction?
3. Does customer satisfaction mediate the relationship of service performance to customers trust?

Research Objectives:

The purpose of this study is to define that:

1. To examine the relationship of service performance to customer satisfaction.
2. To investigate the causes that can contribute the relationship of trust and customer satisfaction
3. To examine whether customer satisfaction mediate the relationship of service performance to customer trust.

Significances Of Study:

From the theoretical view, this study is important to improve service system because of this research will use the data and theories that can be utilize to make interpretations regarding customer satisfaction. The results of this study will be useful for future studies. With the information provided in this study, readers will better understand the purpose of the study.

This study will assist civil servant in providing services to the public. They also will better understand what is actually needed by customers who receive services by them. The results and findings of the study would be applicable to the government so that by taking this into organization they can improve their productivity also. If the service quality effects negatively then it will decrease the productivity and as a result, accountability of the civil servant will decrease.

Literature Review:

Customer Satisfaction:

Based on Kotler (2000), satisfaction is what a person feel of pleasure or disappointment feedback from an organization towards its services provided and the way of public service perform their work. Besides that, high customer satisfaction is the high successful organization in performing their services in the company. According to Boselie, Hesselink and Wiele (2002) positive satisfaction is the result from the appraisal of all aspects of a parties working relationship with another. Hence, this concept of customer satisfaction has brought up the attention of academicians and practitioners for more than thirty 38 years as high customer satisfaction is the result or the success obtained by the organization

According to Cengiz (2010), highly competitive world nowadays has made customer satisfaction as a key issue for all organizations that wish to create and keep a competitive advantage. Moreover, satisfaction involves customer emotional which is response when evaluating the divergence between anticipations regarding the service and the perception of existent performance. This perception of performance was gained through the physical interaction with the business and the product and services of the business. Jamal and Naser (2002) state customer satisfaction can be defined as the point of view and sentiments of a customer towards a product or service after it consumption.

Moreover, the definitions of satisfaction on the Oliver research paper viewed that satisfaction went around transaction-specific satisfaction. This is the most acceptance definitions among researchers. As he mentioned satisfaction has been evaluated by

surprise inherent in a product acquisition or consumption experience. Thus, satisfaction is the summary psychological state resulting when the prior feelings about the experience (Oliver, 1981).

In measuring overall customer satisfaction, there have also been efforts to measure the construct on a national or industry wide basis. Fornell (1992), for instance introduced the nation-wide customer satisfaction which significant new form of customer-assessing method for assessing as well as improving the operation rating of businesses, manufacturers, economic divisions well as national markets. Following are the various definitions of customer satisfaction found in the literature. Moreover, according to Donnelly (2009), defined satisfaction is a function of the expectation (adaptation) level and perceptions of disconfirmation. In a similar manner, the revised post-purchase attitude of satisfaction can be viewed as the purpose of the initial attitude at expectations and the influence of one loyalty and dissatisfaction. The post-purchase model can be expanded further by including purchase intentions.

Trust:

On behalf satisfaction term, trust is one of the most commonly examined and confirmed constructs in relationship marketing research. Common to all different definitions used to conceptualize trust there is the notion that trust constitutes the belief, attitude or expectation of a party that the relationship partner behavior or its outcomes will be for the trusting parties own benefit (Andaleeb, 1992).

Taylor (1997) mentioned trust between customers and public service servant effects public servant performance and encouraging them to learn new ways to do their work (Bass, 1997) and ultimately improving their performance. Same as the term of satisfaction, trust is one of the most extensively analyzed and have been confirmed constructs in relationship research. Besides, trust considers as someone expectation that another will behave in a certain way (Deutsch, 1958; Schurr & Ozanne, 1985).

In the area of business, trust is viewed as one of the important antecedents of stable and collaborative relationships.

So that, at the first side of thinking, the researchers have identified that trust is the important factor that contributes service quality and customers satisfaction (Morgan and Hunt, 1994). Moreover, Reichheld and Schefter (2000) in order to gain the loyalty customers, an organization need first gain their customers trust.

In addition, trust can be evaluated by the relationship between both of customers and public servant. Higher of customer retention in an organization related to the higher level of trust and commitment as well. In sum, it can contribute to a higher level of satisfaction on the performance shown. Thomas (2009) stated the defined of trust through an expectancy of positive result, the result that receive based on the expected action of another party. The main aspect can be reflected into trust is the credibility. This may effect long term orientation of a client by reduce perception of risk associated with opportunistic behavior by the organization (Morgan and Hunt, 1994).

Consequently, although trust has been recognized as important from many organizational perspectives, a number of diverse and somewhat conflicting definitions and approaches have developed. One example of the approaches that have developed is the sociological approach (Lewis and Weigert, 1985), in which trust is viewed as a characteristic of the social fabric that facilitates interactions among parties. This approach may be helpful in understanding how a more widespread level of trust among various individuals in a social system can improve the system's ability to function. However, using such an approach, one cannot identify specific actions a particular party might undertake in order to become more trusted by a given other or others.

Service Performance:

As mentioned by Berry (1983) services called as an interaction of two or more parties, and including the interactions between both of service providers and customers that resulted satisfaction between both parties. Hence, service has been interprets by Baker (2000) as “deed, process, and performance”.

Service performance means how the task carried out by people and to simply understand about this term, characteristic of services has been describe such service can give reflection of the company performance. Besides, service performance was measured by overall service standing, service quality, and service value (Dess and Robinson’s 1984). (Gronross, 1990; Ramsaran-Fowdar, 2007; Bohlander Snell, & Sherman, 2001).

Worker performance refers to worker monetary or non-monetary result which is automatically connected with the performance and success. Employee job performance has two characteristics including workers abilities and skill as it natural or acquired and workers motivation. Researchers have indicated that a worker abilities, competency, and innovation contribute into organizational success (Smith, W. and Tushman, M., 2005). These things can be achieved through several factors including:

Interaction/Communication:

Meuter *M. L. and Mary J. B.* (1997) the interaction between both customers and service providers in the term of provide the services to people is an important key in order to measure service performance provided felt by customers. Mahesh and Kasturi (2006) stated that even customers satisfaction always emphasized in organizations, the quality of a customer interaction is

less importance than the efficiency of processing customer interactions.

Morgan and Hunt (1994) mentioned that attitudes have a strong relationship to staff behavior. Several service analyses found that, customer perceptions of service quality are purposes of service supplier attitudes and action. Mainly positive attitude is shown by sound of a person's voice, appearance, body language and communication skills in telephone.

Martin, (1996) suggested that between customers and service provider in term of interaction process to provide the services is vital to evaluate the services quality performance for customers. There is significant influence on the perception and expectation of customers regarding the interaction between both.

As mentioned by Ford (2001), the term of service encounter or service interaction is the communication between workers and customers. In fact, service interaction play indeed as a central part in our lives.

Personality/Traits:

Personality basically approach on people against themselves and others. This is because of the personality traits, people are affected in various ways as well as the different ways on environment. The most important factor in order to assess the individual and organizational relationships is the personality (Guney, 2008).

Based on Poul and Robert (1987), there are five factor model are accepted widely in order to examining personality. These factors are called as extraversion, agreeableness, conscientiousness, openness to experience, neuroticism. Based on this model, individuals who have broad imagination and different interest are related to openness to experience personality model. Besides, agreeableness is tend to some kind of concept caring and reliable. On the other hand, neuroticism is kind of irritability as well as drowsiness. Afterwards, social, self-defensive and charisma consist as extraversion personality model.

Gort (2009) agreed that conscientiousness is used for someone with ambitious, highly motivated and detail oriented individuals. Hence, on this model of personality, the relationship between service provider and customer satisfaction as well as trust was examined.

Attention/Commitment:

Good attention and commitment will increase customer satisfaction and trust. To develop these strategies, it is very important for public service servants to pay close attention and giving fully commitment to the customers when they received the services (Du Plessis, 2010). In order to have positive impact on customers trust and satisfaction, public servants need to avoid or resolving conflict with full commitment before problem develop between customers and public servants (Ibrahim & Najjar 2008; Chou, 2009).

Thus, some researches have proven that commitment to work mostly influences work outcomes, like the hope to move to other works, performance and satisfaction (Cohen, 1999). Commitment can be defined in two different ways. The first as state by Porter (1985) saying that commitment is a strong recognition and engagement of a person in a particular organization. The second proposed by Becker and Huselid (1960) describe commitment as the tendency to be bound in a consistent line of activity because it considers the cost of implementing the others.

Methodology:

The research methodology refers to the method most suitable to conduct research and determine the procedure to be effective answer to the problem of study. This study was supported by several relevant aspects such as design review, choose a location study, and classify the samples, research instruments, data collection and data analysis.

In efforts to obtain the data for this study, the main approach will be used to collect data is by survey. A survey research is a popular method of collecting data in the applied social research and is considered quite reliable. This study nature is a survey descriptive study using a quantitative approach through questionnaire.

The purpose of circulating the questionnaire was to obtain quantitative data regarding the effect of trust on the relationship between satisfaction and public service servant Universiti Utara Malaysia, especially among students. Hence, data collected through the questionnaire were analyzed using Statistical Package software package for the Social Sciences (SPSS version 20).

Conclusion:

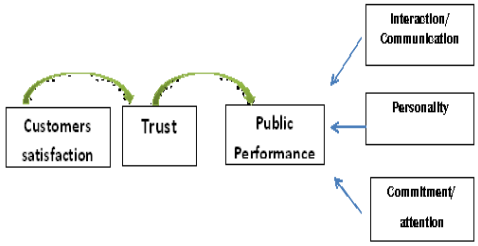

Diagram 1:

For the better understanding of the customer satisfaction concept, a framework for customer satisfaction from Jeon and Choi (2012) was adapted to explain the link of customer satisfaction that are influenced by interaction performance. When customers are satisfied, it were created trust for services, as well as to become a trust for their performance.

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