

EXAMINING THE RELATIONSHIP BETWEEN EVALUATING SERVICE QUALITY USING SERVQUAL MODEL AND INCREASING EFFICIENCY (CASE STUDY: WEST AZARBAIJAN GENERAL GOVERNORS OFFICE)*** Mehran Molavi¹ and *Babak Shohadai**

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ABSTRACT

The aim of the present study is to investigate the relationship between evaluating service quality using Servqual model and increasing efficiency (Case study: West Azarbaijan General Governors Office). The statistical population comprises of all 1520 employers working West Azarbaijan General Governors Office and 307 people were chosen as sample size using Cochran formula. Questionnaire is the main instrument to collect the required data involving. The reliability and validity were assessed using Cronbach alpha coefficient. The study employed Kolmogorov-Smirnov test to acquire normal status of variables distribution. Pearson correlation coefficient was employed since data were distributed normally. Findings of the study showed that there was a strong correlation between the variables.

KEYWORDS: service quality, evaluating service quality, Servqual, efficiency**INTRODUCTION**

Several researchers have focused their attention in past few years on the term marketing. The reason is that interaction between staff and customers can be directly considered as the key of improvement for management (Wen-Baolin, 2007). Efforts reveal that service quality has been improved recent years. New terms to be taken tin to account in the field of service quality is measuring service quality. Many researchers have attempted to investigate its basis. Bunch of studies have focused on measuring service quality using service measuring instruments (Gi-Du Kang & Heffrey James, 2002). Knowing the concept of service quality and efforts to improve it lead to more qualified service providing and one can expect customers' satisfaction through increasing the level of quality. Parasorman *et al.* defined service quality as customers' judgment. It is also defined as the difference between customers' satisfaction in relation to what should be provided by the company and what is received as performance. So, one can define service quality rooted in customer satisfaction based on the difference between customers interests as well as expectations and real performance (Jafarnejad & Rahimi, 2006).

In general, services are the sets of activities initiated by one side and finalized by another which would not induce responsibility such as renting a hotel room, money in bank, travelling by airplane, hair make-up and car fixing. Organizations should make efforts in implementing practical way to provide services or quality improvement.

Quality guarantee

A set of planned, systematic and essential procedures which ascertains products or services of demanded quality is critical. Guaranteeing quality is more comprehensive than controlling which involves modifying the methods and determining them as well as management cooperation. Quality has been regarded as a strategic advantage for many managers and institutions as well as private sections tend to follow such an advantage so that they obtain the assumed quality. Using quality management or service-providing organizations requires a considerable regard since services are consumed in the time of production. In 1990s, private organizations were known by sections such as far-distance communications, banks and insurances which initiate supporting quality management (Lamei, 2003). There is consensus among the researchers and theorists that in case trends of quality management are followed appropriately, the result will be improving organization performance, increasing efficiency and beneficiary as well as customer satisfaction. Goth (2005) indicates that using trends of quality management improves operational efficiency of organization, reduces the expenses and improves the level of efficiency. Nair (2006) concluded that employing approaches of quality management in organization leads to improving organizational performance (Abolhasani, 2004).

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Service quality is the difference between what customers expect and what the real performance in perceiving the reality is. Service quality has been measured by differentiating expectation score from perceived performance core. One can emotion service quality as the most important methods of measurement to be proposed by Parasarmon, Beri & Zitmel (1985). They approved the project of service quality measurement under the supervision of United States Marketing Sciences Institution. They could make experiment on their findings in relation to service level such as baking, insurance, credit cards, far-distance telecommunication, repair and maintenance, safety brokers and transportation departments. Wide application of their finding reflects the depth of their model and validity of their suggested concept. Considering vast scope of the model, these authors held interview session with customers, staff, managers and pioneers of these industries which led to the fact that their study would be totally practicable. Findings show that such an application exists nowadays. Servqual is a multifactor scale to be utilized by evaluating customer perceiving in relation to service quality of service-based organization or the real-based one. Servqual scale is the most prominent method of measuring service quality to be proposed by Parasorman, Beri and Zitmel (Alvani and Riahiu, 2003).

The term efficiency is taken as synonymous with productivity in Persian language. In other contexts, equivalences such as optimum, output, power of production and efficient capability are substituted from this term. Systematic definition of productivity is provided as the perspective to relationship between inputs and outputs. So, productivity is the realization of the level of many factors efficiency. This means that efficiency increases in case facilities are used in an optimum way. The concept of productivity of public organizations and its improvement is considered as total challenge for researchers of Public Management and executive leaders. They have always followed ways for improving efficiency indexes in organizations. Suggestions have been provided by scientific studies through running experiments. As will be discussed later, the human role is significantly regarded specially in service-providing organizations which serve as providing services to most of public organizations (Rosen, 1993). Such perspectives have been regarded in literature and they have captured the attention of many researchers although understanding the logic of the concept and developing applications in this regard would be a complex task (Jafari Goshchi, 2002). Bamdadi Sofi, Masnori and Ravand examined the satisfaction of industrial subscribers in relation to quality of electricity based on Servqual model having to do with the degree of customers' satisfaction of the provided electricity. Results of every index of electricity quality were determined (Industrial Management Studies, 2005). Evaluating the quality of military-providing service of police using Servqual model was conducted by Asrianejad and Romanan and the study aimed to investigate the level of quality in relation to military-providing service of police. Blomer *et al.* developed a model in relation to the quality of imagination and service quality on loyalty. Findings of the study indicated that imagination had an indirect effect on loyalty. In addition, it was found that service quality had an impact on loyalty. Credibility was determined to be a critical element in line with loyalty.

MATERIALS AND METHODS

The study falls into the category of survey in terms of the design. It is applied and descriptive as well as correlational, stratified random sampling method was used in the study. The statistical population comprises of 1520 employers working at West Azarbaijan General Governors Office and 307 questionnaires were distributed among the participants. Using Kolmogorov-Smirnov test, it was found that all variables were normally distributed.

Inferential analysis of statistical data

Testing hypothesis 1: there is a relationship between service quality using Servqual model and increasing productivity in West Azarbaijan General Governor's Office

Table 1. Pearson test for determining the correlation between evaluating service quality and increasing productivity

| | | Quality orientation | Increasing productivity |
|-------------------------|---------------------|---------------------|-------------------------|
| Quality orientation | Pearson correlation | 1 | 0.287 |
| Sig. (2-tailed) | | 0 | 0.000 |
| N | | 307 | 307 |
| Increasing productivity | Pearson correlation | 0.287 | 1 |
| Sig. (2-tailed) | | 0.000 | 0 |
| N | | 307 | 307 |

As it is seen in the above table, Person level of significance is less than 0.05. Also, calculated r is -0.287 and this value is greater than Person critical value which is 0.138. So, one can say that there is a relationship between service quality using Servqual model and increasing productivity.

Testing hypothesis 2: there is a relationship between customer orientation and increasing productivity

Table 2. Pearson test for determining the correlation between customer orientation and increasing productivity

| | | customer orientation | Increasing productivity |
|-------------------------|---------------------|----------------------|-------------------------|
| customer orientation | Pearson correlation | 1 | 0.296 |
| Sig. (2-tailed) | | 0 | 0.009 |
| N | | 307 | 307 |
| Increasing productivity | Pearson correlation | 0.296 | 1 |
| Sig. (2-tailed) | | 0.009 | 0 |
| N | | 307 | 307 |

As it is seen in the above table, Person level of significance is less than 0.05. Also, calculated r is -0.296 and this value is greater than Person critical value which is 0.138. So, one can say that there is a relationship between customer orientation using and increasing productivity.

Testing hypothesis 3: there is a relationship between creativity as well as innovation of staff and increasing productivity

Table 3. Pearson test for determining the correlation between creativity as well as innovation of staff and increasing productivity

| | | creativity as well as innovation | Increasing productivity |
|----------------------------------|---------------------|----------------------------------|-------------------------|
| creativity as well as innovation | Pearson correlation | 1 | 0.178 |
| Sig. (2-tailed) | | 0 | 0.001 |
| N | | 307 | 307 |
| Increasing productivity | Pearson correlation | 0.178 | 1 |
| Sig. (2-tailed) | | 0.001 | 0 |
| N | | 307 | 307 |

As it is seen in the above table, Person level of significance is less than 0.05. Also, calculated r is 0.178 and this value is greater than Person critical value which is 0.138. So, one can say that there is a relationship between creativity as well as innovation of staff and increasing productivity.

Testing hypothesis 4: there is a relationship between enjoying perspective to optimum condition of staff and increasing productivity

Table 4. Pearson test for determining the correlation between enjoying perspective to optimum condition of staff and increasing productivity

| | | enjoying perspective to optimum condition | Increasing productivity |
|---|---------------------|---|-------------------------|
| enjoying perspective to optimum condition | Pearson correlation | 1 | 0.181 |
| Sig. (2-tailed) | | 0 | 0.011 |
| N | | 307 | 307 |
| Increasing productivity | Pearson correlation | 0.181 | 1 |
| Sig. (2-tailed) | | 0.011 | 0 |
| N | | 307 | 307 |

As it is seen in the above table, Person level of significance is less than 0.05. Also, calculated r is 0.181 and this value is greater than Person critical value which is 0.138. So, one can say that there is a relationship between enjoying perspective to optimum condition of staff and increasing productivity.

Testing hypothesis 5: there is a relationship between considering staff appearance and increasing productivity

Table 5. Pearson test for determining the correlation between considering staff appearance and increasing productivity

| | | considering staff appearance | Increasing productivity |
|------------------------------|---------------------|------------------------------|-------------------------|
| considering staff appearance | Pearson correlation | 1 | 0.210 |
| Sig. (2-tailed) | | 0 | 0.033 |
| N | | 307 | 307 |
| Increasing productivity | Pearson correlation | 0.210 | 1 |
| Sig. (2-tailed) | | 0.033 | 0 |
| N | | 307 | 307 |

As it is seen in the above table, Person level of significance is less than 0.05. Also, calculated r is 0.210 and this value is greater than Person critical value which is 0.138. So, one can say that there is a relationship between considering staff appearance and increasing productivity.

Testing hypothesis 6: there is a relationship between staff patience and increasing productivity

Table 6. Pearson test for determining the correlation between staff patience and increasing productivity

| | | staff patience | Increasing productivity |
|-------------------------|---------------------|----------------|-------------------------|
| staff patience | Pearson correlation | 1 | 0.162 |
| Sig. (2-tailed) | | 0 | 0.039 |
| N | | 307 | 307 |
| Increasing productivity | Pearson correlation | 0.162 | 1 |
| Sig. (2-tailed) | | 0.039 | 0 |
| N | | 307 | 307 |

As it is seen in the above table, Person level of significance is less than 0.05. Also, calculated r is 0.162 and this value is greater than Person critical value which is 0.138. So, one can say that there is a relationship between staff patience and increasing productivity.

Testing hypothesis 7: there is a relationship between staff group orientation and increasing productivity

Table 7. Pearson test for determining the correlation between staff group orientation and increasing productivity

| | | staff group orientation | Increasing productivity |
|-------------------------|---------------------|-------------------------|-------------------------|
| staff group orientation | Pearson correlation | 1 | 0.204 |
| Sig. (2-tailed) | | 0 | 0.007 |
| N | | 307 | 307 |
| Increasing productivity | Pearson correlation | 0.204 | 1 |
| Sig. (2-tailed) | | 0.007 | 0 |
| N | | 307 | 307 |

As it is seen in the above table, Person level of significance is less than 0.05. Also, calculated r is 0.204 and this value is greater than Person critical value which is 0.138. So, one can say that there is a relationship between staff group orientation and increasing productivity.

Testing hypothesis 8: there is a relationship between staff goal orientation and increasing productivity

Table 8. Pearson test for determining the correlation between staff goal orientation and increasing productivity

| | | staff goal orientation | Increasing productivity |
|-------------------------|---------------------|------------------------|-------------------------|
| staff goal orientation | Pearson correlation | 1 | 0.107 |
| | Sig. (2-tailed) | 0 | 0.454 |
| | N | 307 | 307 |
| Increasing productivity | Pearson correlation | 0.107 | 1 |
| | Sig. (2-tailed) | 0.454 | 0 |
| | N | 307 | 307 |

As it is seen in the above table, Person level of significance is greater than 0.05. Also, calculated r is 0.107 and this value is less than Person critical value which is 0.138. So, one can say that there is no relationship between staff goal orientation and increasing productivity.

Discussion and Suggestions

The present study offers two suggestions:

Suggestions in line with study results

Regarding the results showing that customer orientation, creativity as well as innovation, permanent perspective to optimum condition, appearance, patience, group work and goal orientation have effect on service quality, following suggestions are provided:

Customer orientation

Respecting the customers

Determining rights as to customer

Establishing good relations with customers

Creativity and innovation

Enjoying strong curiosity sense

Problem findings in lieu of solving problem

Scientific and logical thought

Permanent attitude to optimum condition

Believing in not to procrastinate works to tomorrow

Good prediction of future

Developing future based on present and past

Designing new goals for self permanently

Beauty and aesthetics

Presenting by optimum appearance

Pleasure status of novelty

Patience

Keeping patience prior to initiating speaking

Lack of patience in regard to late-returning work

Group work

Higher levels of aptitude power identification

Decision-making based on others information

Goal orientation

Knowing the philosophy of quality as the min solution offer

Making organization qualitative goals tangible

Having commitment to achieve organizational goals

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