Investigating the Factors Related to Measuring the Public Services Quality in the Public Sector with Service Delivery Processes

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Abstract

Providing high quality services to customer is among the strategic issues of this course for the private and public sectors. Therefore, the present research was conducted to investigate the factors related to measuring the public services quality in the public sector with service delivery processes.The method of doing research was descriptive-survey. The population includes; the first group: experts familiar with theories of service quality, and the second group: the employees of the Jihad-e-Agriculture Organization in the provinces of Iran (29,687 people), that according to the Cochran's formula 380 people of them were selected as samples. In the field of data collection, the questionnaire of factors related to measuring service delivery processes and the questionnaire of public service quality were used, that their validity are 0.91.5 and 0.94.9 and have the reliability of 0.95 and 0.97.1, respectively. Data analysis was performed using confirmatory factor analysis by applying LISREL software version 8. The strength of the relationship between the factors related to measuring the public services quality in the public sector with service delivery processes was calculated equal to 0.37, which showed a desirable correlation. The t-statistical test was also obtained 3.21 which is higher than the critical value of t at the error level of 5%, that is 1.96 and showed that the observed correlation is significant. One of the characteristics of service affairs is the inseparability of the service from its provider, and this characteristic indicates that in most cases the consumer cannot and does not want to separate the service from its provider, the status and conditions of receiving services. On this basis, it can be said that the public services quality in the public sector has a consistent relationship with the service delivery processes that leads the customer to receive better services from the desired organization.

Keywords: Confirmatory Factor Analysis, Public Services Quality, Public Sector, Service Delivery Processes.

Introduction

In the highly competitive environment of today's world, customers are considered as the main core and basis of market activities and the level of customer satisfaction is also the main focus of manufacturers and service providers' attention (Kaur et al., 2012).

Organizations cannot continue their lives without considering customer demands. Paying attention to the customer's demand and preferences, in addition to attracting satisfaction and creating a sense of loyalty in him/her, will also be followed by increasing the reputation and credibility of

organizations (Kashif et al., 2015). Customer satisfaction results from the judgment he/she makes about a product or service while consuming it. Leading and superior organizations are always seeking to acquire confidence from customers' satisfaction. Therefore, organizations must learn how to move from focusing on products or services towards focusing on customers (Ahmadi & Asgari Dehabadi, 2015). Quality is among the concepts that have various meanings in business literature and it can be investigated from various aspects. In respect of the manufacturer, quality is the ability of a product to do the tasks for which it has been designed (Mohtasham & Kobra Sarollahi, 2015). But in respect of the customer, quality refers to those features and characteristics of the product or service that affect the ability to create satisfaction in him/her (Ahmadian Majin, 2015). Fundamental understanding of the factors affecting customer satisfaction is extremely important. High quality of services is the most important issue in customers' satisfaction that has a great impact on their loyalty (Faiz & Zareie, 2011).

In other words; in today's economic and competitive environment, organizations have realized the importance of satisfying customers' need in order to maintain their survival, and this satisfaction is not possible except by increasing the quality of products and services (Aidin Namin, 2017). The specific economic conditions in which active organizations are competing today necessitate an urgent need to use tools in order to improve quality and adapt to economic conditions. The purpose of these systems and tools is to improve the performance of the organization and ultimately attracting customers' satisfaction. In an economic and competitive environment, reducing costs along with the continuous increase of the quality of products have been proposed as a basic principle. Quality is a decision making criterion on the part of customers, not a decision tool for engineers and management of the organization (Malekzadeh et al., 2015).

Research Method

The research method is descriptive and of correlation type. In terms of purpose, this research is applied and developmental that has collected data through field researches method. The statistical population of the present research has consisted of two groups, the first group includes experts familiar with the public services quality in the public sector that their number is unspecified, and the second group includes all employees of the Jihad-e Agriculture Organization in the provinces of Iran. In order to select a suitable sample from the population of experts and university professors, non-random sampling method of selective type has been used. On this basis, to select the suitable sample 15 people from the population of experts and university professors were selected who had the necessary criteria. Considering that in this research, Jihad-e-Agriculture Organization in the provinces of Iran has (29,687 people) employees, to determine the sample size using Cochran's formula, 380 employees are selected as the research samples, that random stratified sampling method is used that is suitable for the class size. The calculating method of sampling is as follows.

$$n = \frac{\frac{Z^2_{1-\frac{a}{2}} \times p \times q}{d^2}}{1 + \left[\frac{1}{N}\left(\frac{Z^2_{1-\frac{a}{2}} \times p \times q}{d^2} - 1\right)\right]} \Rightarrow n = \frac{\left(\frac{1}{96}\right)^2 \times \frac{\left(\frac{0}{5} \times \frac{0}{5}\right)}{\left(\frac{0}{05}\right)^2}}{1 + \frac{1}{29687}\left(\frac{1}{96}\right)^2 \times \frac{\left(\frac{0}{5} \times \frac{0}{5}\right)}{\left(\frac{0}{05}\right)^2} - 1} \cong 380$$

The method of selecting the provinces is based on a rank that is used in a research entitled "Analysis of the Distribution of Economic Development Indicators in the Provinces of Iran" that with the 25 economic indicators of economic development level and the ranking of Iranian provinces was performed, and to measure the level of economic development and the ranking of provinces, factor analysis method was used, and the provinces of the country based on the rank they have obtained from economic development have been divided into specific categories, and each of them has been located into the four categories of developed, relatively developed, less developed and deprived (Table 1).

Table 1. Statistical Sample Size of the Social Security Organization in Terms of Each Province Selected in the Sample

Type of Province	No.	Province Name	Sample Size
Developed	1.	Tehran	115
	2.	Esfahan	50
	3.	Khorasan Razavi	45
Relatively Developed	4.	Kerman	35
	5.	Gilan	38
Less Developed	6.	Golestan	24
	7.	Kermanshah	29
	8.	Semnan	24
Deprived	9.	Sistan and Baluchestan	19
Total			380

In this research, in order to collect the required data, a questionnaire has been used. This questionnaire has consisted of 35 five-choice questions (completely appropriate to completely inappropriate) in the information technology topic 4 questions, about employees' job satisfaction 5 questions, for organizational agility 4 questions, empowering employees 5 questions, organizational intelligence 7 questions, organizational commitment 3 questions, leadership style 4 questions, and organizational structure 3 questions, which after obtaining the opinion of experts, the number of items of the questionnaire of factors related to measuring service delivery processes was changed to 91 and the questionnaire of public service quality in the public sector was changed to 21 (Table 2) and (Table 3).

Table 2. Specifications of the Questionnaire of Factors Related to Measuring Service Delivery Processes in the Public Sector

Variable	Component	Source	Operational Criteria of Structures
Service Delivery Processes	Information Technology	(Nowruzi et al., 2013) and (Niaz Azari et al., 2013) and (Mirzazadeh & Moazami, 2013)	Indicators (1-8)
	Employees' Job Satisfaction	(Behravesh et al., 2015)	Indicators (9-23)
	Agility of the Organization	(Jorkesh et al., 2016) and (Sharifi & Zhang, 2000)	Indicators (24-35)
	Empowering Employees	(Behravesh et al., 2015)	Indicators (36-50)
	Organizational Intelligence	(Albrecht, 2003)	Indicators (51-64)
	Organizational Commitment	(Seyed Javadin et al., 2015)	Indicators (65-73)
	Leadership Style	(Behravesh et al., 2015)	Indicators (74-82)
	Organizational Structure	(Sobhanifard & Akhavan Kharazian, 2013)	Indicators (83-91)

Table 3. Specifications of the Questionnaire of Public Service Quality in the Public Sector

Variable	Variable	Source	Operational Criteria of Variables
Public Service Quality in the Public Sector	Reliability	(Bahadori et al., 2013) and (Liu & Lee, 2016)	Indicators (1-5)
	Tangible Factors	(Bahadori et al., 2013) and (Liu & Lee, 2016)	Indicators (6-9)
	Service Guarantee	(Bahadori et al., 2013) and (Liu & Lee, 2016)	Indicators (10-14)
	Sympathy	(Bahadori et al., 2013) and (Liu & Lee, 2016)	Indicators (15-18)
	Accountability	(Bahadori et al., 2013) and (Liu & Lee, 2016)	Indicators (19-21)

The questionnaires of the present research were first investigated and confirmed by 15 experts in terms of face and content validity, and then to measure its content validity, content validity ratio or CVR method was used. The closer the CVR value is to one, it indicates more respondents have recognized the item as appropriate. The formula of this method is as follows:

$$CVR = \frac{n_e - \frac{N}{2}}{\frac{N}{2}}$$

The validity of the questionnaire of factors related to measuring service delivery processes was calculated as 0.91.5 ratio, and the questionnaire of public services quality in the public sector was calculated as 0.94.9 ratio. According to the performed calculations, the reliability of the questionnaire (service delivery processes)

using Cronbach's alpha is equal to (0.95) percent and the reliability of the questionnaire (public services quality) is equal to (97.1) percent that these values are acceptable in terms of research (higher than 0.7). Data analysis was also performed using confirmatory factor analysis by applying LISREL software version 8.8 (Figure 1).

Research Findings

The output of LISREL software indicates the appropriateness of the proposed research model, so that the value of Root Mean Square Error of Approximation (RMSEA) is

equal to 0.041, the value of Normalized Chi-Square (CMIN / DF) is equal to 1.838, and the value of Goodness of Fit Index (GFI) is equal to 0.96. Other indicators for the fitness of the proposed research model have been presented in (Table 4).
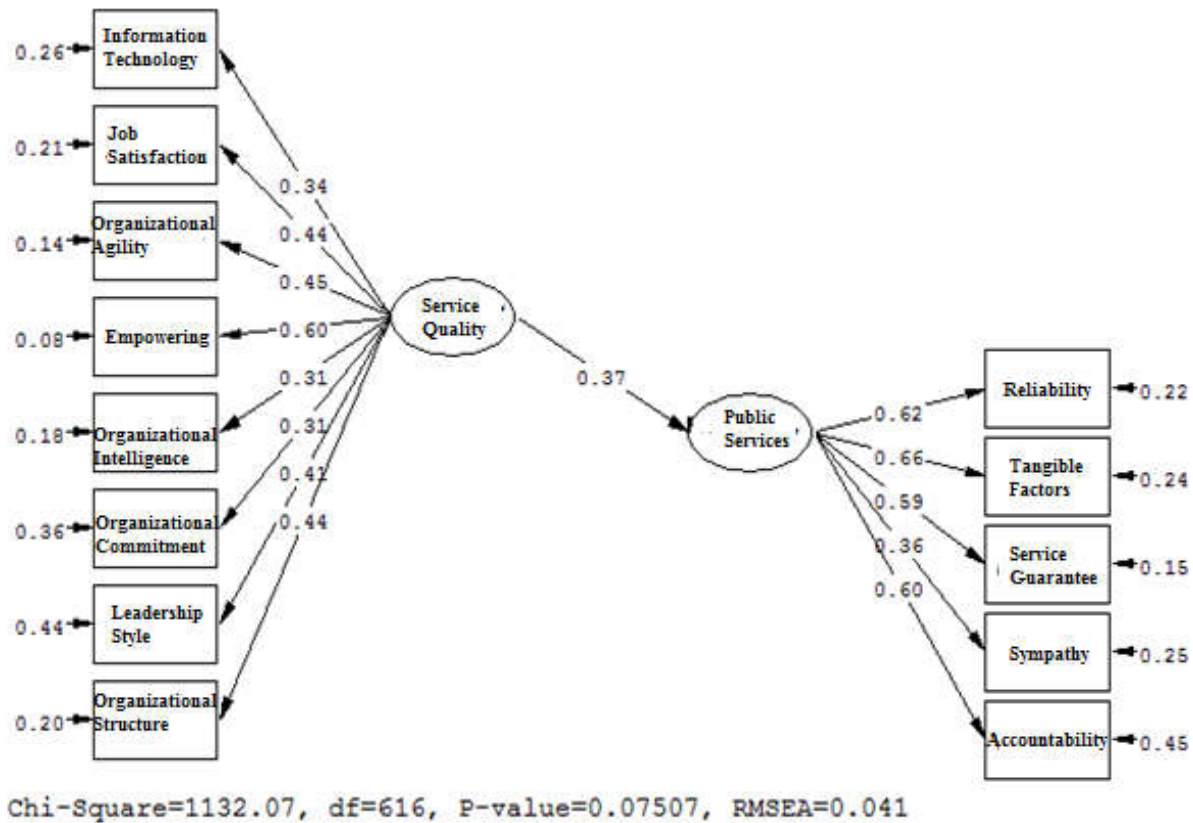

Chi-Square=1132.07, df=616, P-value=0.07507, RMSEA=0.041

Figure 1: Results of Confirmation of the Final Model of the Relationship between the Research Main Structures

The results obtained from measuring the significance of model data have also been presented in (Figure 2).
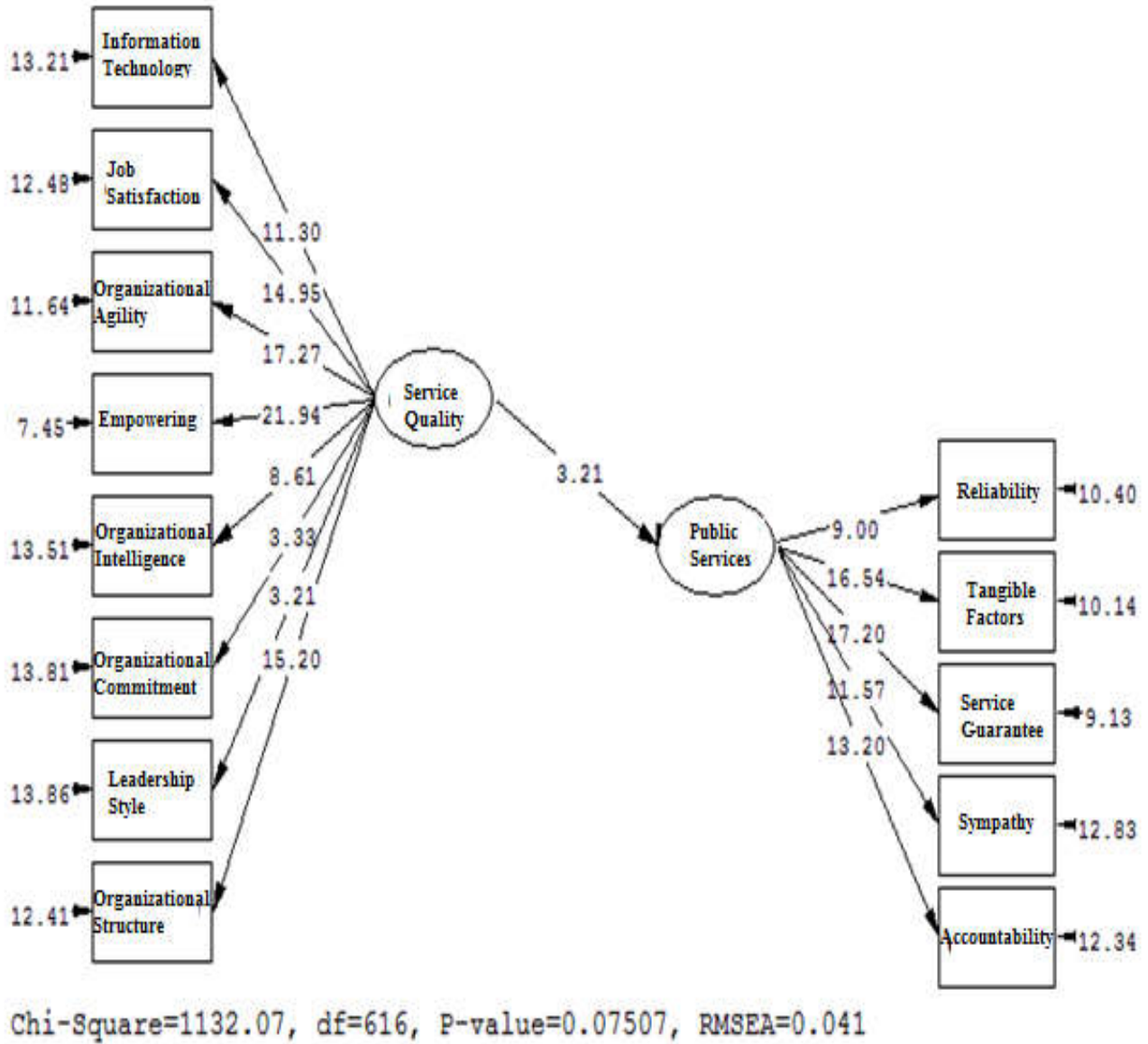

Chi-Square=1132.07, df=616, P-value=0.07507, RMSEA=0.041

Figure 2. T-Value Statistics; the Results of Confirmation of the Final Model of the Relationship between the Research Main Structures

Table 4. Fitness Indicators of the Research Main Model

Indicator	Reported Value	Acceptable Limit
Root Mean Square Error of Approximation (RMSEA)	0.041	Equal to or lower than 1
Normalized Chi-square (CMIN / DF)	1.838	Equal to or lower than 3
Goodness of Fit Index (GFI)	0.96	Equal to or higher than 0.9
Adjusted Goodness of Fit Index (AGFI)	0.96	Equal to or higher than 0.9
Comparative Fit Index (CFI)	0.98	Equal to or higher than 0.9
Normalized Fit Index (NFI)	0.97	Equal to or higher than 0.9
Tucker-Lewis Index (TLI)	0.96	Equal to or higher than 0.9
Incremental Fit Index (IFI)	0.96	Equal to or higher than 0.9

Research Main Question: Is There A Relationship between the Factors Related to Measuring the Public Services Quality in the Public Sector, and the Service Delivery Processes?

Based on (Figures 1 and 2) the strength of the relationship between the factors related to measuring the public services quality in the public sector with service delivery processes has been calculated equal to 0.37, which shows that the correlation is desirable. The t-statistical test has also been obtained equal to 3.21, which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant. Therefore, the main hypothesis of the research is confirmed and it can be said that there is a relationship between the factors related to measuring the public services quality in the public sector and service delivery processes (Figure 3).
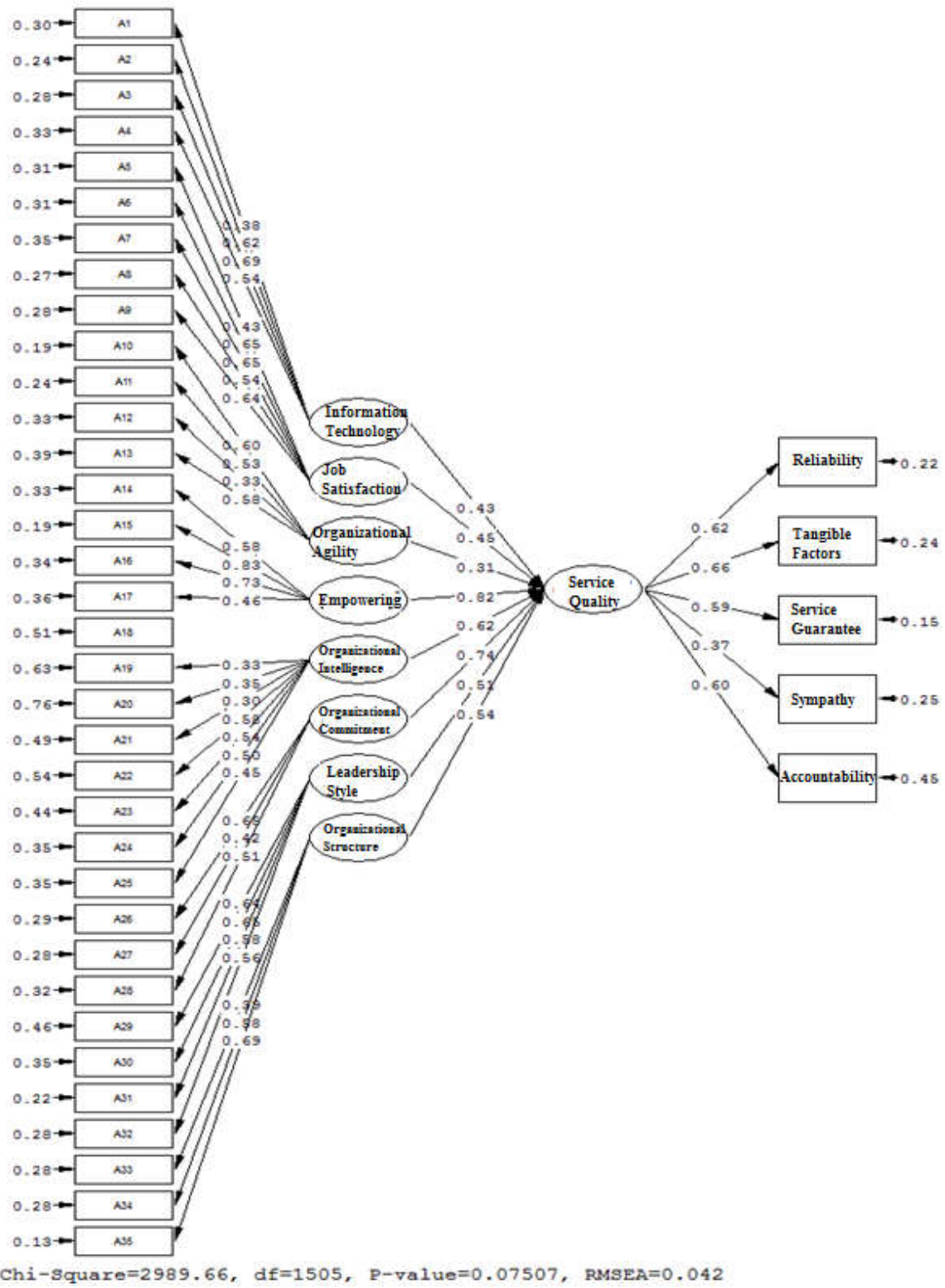
Figure 3: Results of Confirmation of the Final Model of the Relationship between Factors Related to Measuring the Public Services Quality in the Public Sector and Service Delivery Processes

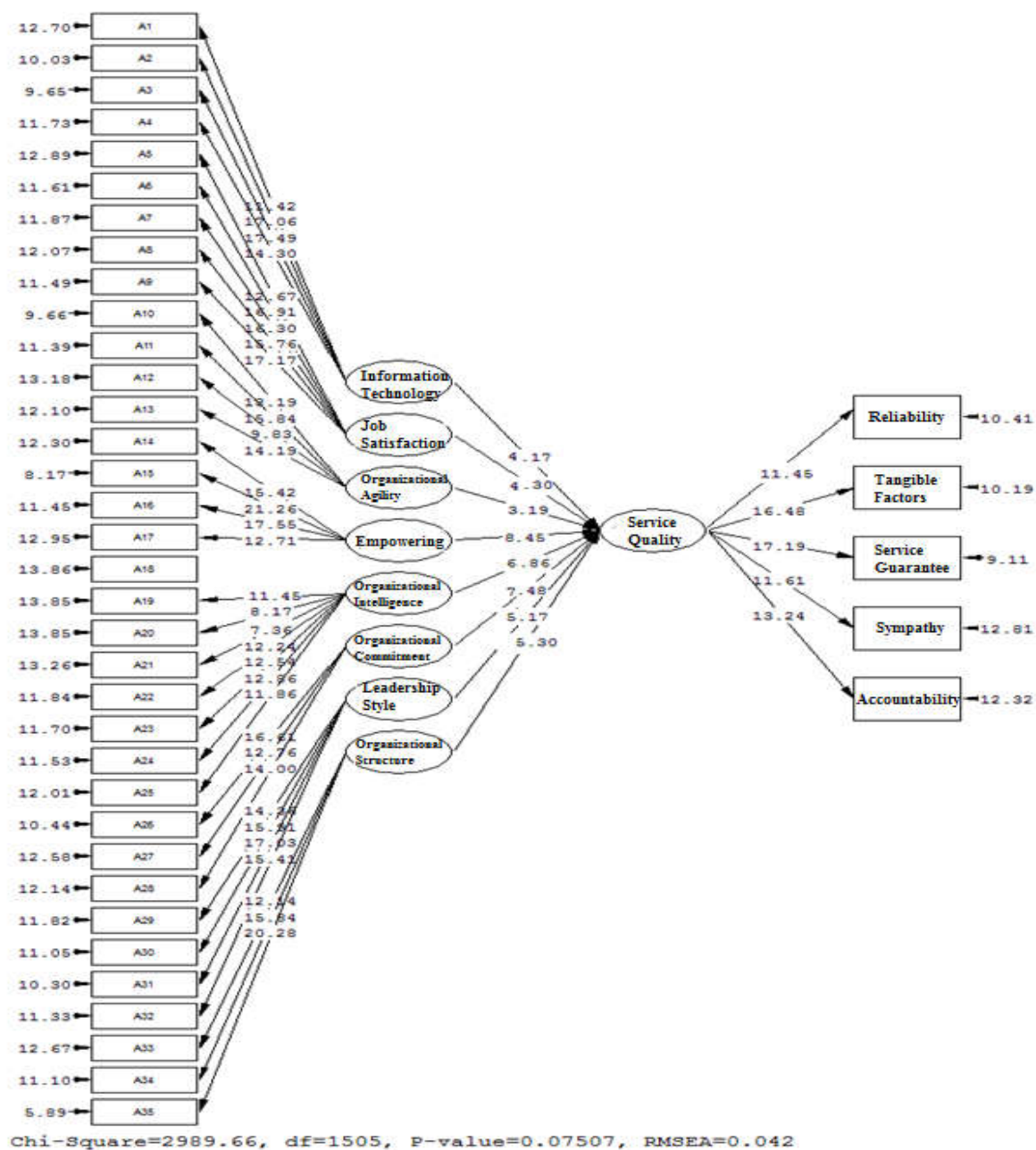The results obtained from measuring the significance of model data have also been presented in (Figure 4).

Chi-Square=2989.66, df=1505, P-value=0.07507, RMSEA=0.042

Figure 4: T-Value Statistics; The Results of Confirming the Final Model of the Relationship between the Factors Related to Measuring the Public Services Quality in the Public Sector and Service Delivery Processes

Also, the output of LISREL software indicates the appropriateness of the proposed research model, so that the Root Mean Square Error of Approximation (RMSEA) is equal to 0.042, the value of Normalized Chi-

Square (CMIN / DF) is equal to 1.986, and the value of Goodness Fit Index (GFI) is equal to 0.95. Other indicators for fitness of the proposed research model have been presented in (Table 5).

Table 5. Investigating the Fitness Indicators of the Proposed Research Model

Indicator	Reported Value	Acceptable Limit
Root Mean Square Error of Approximation (RMSEA)	0.042	Equal to or lower than 1
Normalized Chi-square (CMIN / DF)	1.986	Equal to or lower than 3
Goodness of Fit Index (GFI)	0.95	Equal to or higher than 0.9
Adjusted Goodness of Fit Index (AGFI)	0.96	Equal to or higher than 0.9
Comparative Fit Index (CFI)	0.94	Equal to or higher than 0.9
Normalized Fit Index (NFI)	0.96	Equal to or higher than 0.9
Tucker-Lewis Index (TLI)	0.95	Equal to or higher than 0.9
Incremental Fit Index (IFI)	0.97	Equal to or higher than 0.9

Based on Figures 3 and 4, the research minor questions are investigated:

Minor Question 1: Is There A Relationship between Information Technology in the Public Sector and Service Delivery Processes?

The strength of the relationship between information technology and service delivery processes has been calculated equal to 0.43, which indicates that the correlation is desirable. The t-statistic test has also been obtained 4.17, which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant.

Minor Question 2: Is There A Relationship between the Employees' Job Satisfaction in the Public Sector and Service Delivery Processes?

The strength of the relationship between the employees' job satisfaction and service delivery processes has been calculated equal

to 0.45, which indicates that the correlation is desirable. The t-statistic test has also been obtained 4.30, which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant.

Minor Question3: Is There A Relationship between Organizational Agility in the Public Sector and Service Delivery Processes?

The strength of the relationship between the organizational agility and service delivery processes has been calculated equal to 0.31, which indicates that the correlation is desirable. The t-statistic test has also been obtained 3.19 which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant.

Minor Question 4: Is There A Relationship between Empowering Employees in the Public Sector and Service Delivery Processes?

The strength of the relationship between empowering employees and service delivery processes has been calculated equal to 0.82, which indicates that the correlation is desirable. The t-statistic test has also been obtained 8.45 which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant.

Minor Question 5: Is There A Relationship between Organizational Intelligence in the Public Sector and Service Delivery Processes?

Based on Figures 4-72 and 4-73, the strength of the relationship between organizational intelligence and service delivery processes has been calculated equal to 0.62, which indicates that the correlation is desirable. The t-statistic test has also been obtained 6.86 which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant.

Minor Question 6: Is There A Relationship between Organizational Commitment in the Public Sector and Service Delivery Processes?

The strength of the relationship between organizational commitment and service delivery processes has been calculated equal to 0.74, which indicates that the correlation is desirable. The t-statistic test has also been obtained 7.48 which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant.

Minor Question 7: Is There A Relationship between Leadership Style in the Public Sector and Service Delivery Processes?

The strength of the relationship between leadership style and service delivery processes has been calculated equal to 0.51, which indicates that the correlation is desirable. The t-statistic test has also been obtained 5.17 which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant.

Minor Question 8: Is There A Relationship between Organizational Structure in the Public Sector and Service Delivery Processes?

The strength of the relationship between organizational structure and service delivery processes has been calculated equal to 0.54, which indicates that the correlation is desirable. The t-statistic test has also been obtained 5.30 which is higher than the critical value of t at the error level of 5% that is 1.96, and shows that the observed correlation is significant.

Discussion and Conclusion

There was a relationship between the factors related to measuring the public services quality in the public sector and service delivery processes. These results are in line and consistent with the findings of (Miguel Dávila et al., 2010) which showed the quality of banking services with the components of banking services reliability, being reliable and honesty in providing banking services, personalization and observing banking customs have a significant impact on the customers' satisfaction and loyalty in Malaysian banking system. One of the features of service affairs is the inseparability of the service from its provider, and this feature indicates that in most cases the consumer

cannot and does not want to separate the service from its provider, the status and conditions of receiving services. On this basis, it can be stated that the public services quality in the public sector is in line with the service delivery processes, which leads the customer to receive better services from the desired organization.

There was a relationship between information technology in the public sector and service delivery processes. These results are in line and consistent with the findings of (Kashif et al., 2015) which showed that the quality of bank services is effective on customer satisfaction and customers' satisfaction affects their loyalty, and with the findings of (Saif al-Dini, 2015) which showed that the size of the organization affects the depth of implementing information technology systems and the organizational excellence model, also, those organizations that use information technology and information systems more widely have achieved more success in organizational excellence and have achieved more points in this model of success. The use of information technology has caused a wide change in administrative affairs and information systems, so that the possibility of electronic transfer of various data, documents, records and correspondences through computers and telecommunication lines has been provided. Based on this, it can be said that information technology is the basis and foundation of providing high quality services in all organizational parts.

There was a relationship between employees' job satisfaction in the public sector and service delivery processes. These results are in line and consistent with the findings of (Hsiu-Yuan et al., ٢٠٠٨) which showed that service quality gaps based on

the fuzzy language SERVQUAL scale is at desirable limit, and with the findings of (Yarahmadi Khorasani, 2015) which showed that the job satisfaction of most employees with workplace conditions (75%) and occupational life relationship (65%) has been at a moderate level and in total 82% of employees' job satisfaction was at moderate limit. The highest job satisfaction was related to communication with colleagues and the lowest satisfaction with the benefits of hard work, the establishment of justice and fairness and the absence of discrimination and welfare facilities. Efficient and motivated human resources play an important and fundamental role in increasing the effectiveness of any organization. Recognizing the employees' ratio of job satisfaction helps managers to advance and improve the productivity of human resources. Based on the existing researches, various factors affect job satisfaction ratio. These factors vary in organizations depending on the size, culture, service compensation system, job promotion system, type of production and other environmental conditions of the organization.

There was a relationship between organizational agility in the public sector and service delivery processes. These results are in line and consistent with the findings of (Taheri & Mortazavi, 2013) which showed that there is a positive and significant relationship between the dimensions of organizational agility (except the dimension of accountability) and the quality of services of Gonabad public banks. In fact, what is now important more than any other thing is the ability to adapt to changes in the business environment and discovering a proactive way to get close to the market and customers' needs through new emerging

methods of collaboration like virtual organizations.

There was a relationship between empowering employees in the public sector and service delivery processes. These results are in line and consistent with the findings of (Afjeh et al., 2010) which showed that there is a significant relationship between psychological empowerment of employees and service quality both directly and through the mediating variables of "employees' welfare feeling and employees' freedom of action feeling". Today's organizations operating in a knowledge-based, competitive, customer-oriented, accountable, quality-oriented, participatory, entrepreneur and transformational environment require rapid access to empowered human resources as a competitive tool.

There was a relationship between organizational intelligence in the public sector and service delivery processes. These results are in line and consistent with the findings of (Boroumand Alipour & Takafi, 2014). Multidimensional intelligence of leaders makes the organization balanced, coordinated and dynamic. Leaders need to cultivate their hexagonal intelligence in order to be able to carry out their duty in a balanced and comprehensive manner.

There was a relationship between organizational commitment in the public sector and service delivery processes. These results are in line and consistent with the findings of (Omrani et al., 2016) which showed that the normative commitment and also its two dimensions, including guarantee and reliability had statistical relationship with the quality of services; since the efficiency of human resources is not always predictable based on economic calculations,

and numerous other factors that arise from the superior needs of human in social dimensions, respect and self-discovery are effective in this respect, one of which is organizational commitment that should be seriously considered by the organizations.

There was a relationship between leadership style in the public sector and service delivery processes. These results are in line and consistent with the findings of (Amini & Farjam, 2009) which showed that there is a relationship between various dimensions of service quality (tangibles, ability to perform services, trust and confidence, accountability and compassion). Leaders, according to the requirements of the culture of the organization, consider the appropriate style of leadership and take steps in this respect and will move towards the integration of the organization's processes and lead the organization towards excellence.

There was a relationship between organizational structure in the public sector and service delivery processes. These results are in line and consistent with the findings of (Sanaie Dashti et al., 2015) which showed that there is a positive and significant correlation between organic organizational structure and perceived service quality in the health insurance of Tehran province. Organizations have various structures and the type of these structures affects the attitude and behavior of employees and their productivity and performance. By choosing different organizational structures, various organizations determine the behavior and performance of their employees and directly and indirectly affect employees' productivity.

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