

## ANALYSIS OF PERSONNEL PERFORMANCE TO IMPROVE QUANTITY AND QUALITY SERVICES TO THE PEOPLE

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**Abstract:** The purpose of this study, given the important role of different ways to improve the quality and quantity of public services by using best practices, share resources and ultimately increases efficiency and satisfaction of serving people. Our attempt to be analyzed both profit organizations and non-profits. Any organization at any level, in order to be viable, it should more accurately, and meet customer requirements and customer needs, and take into account their corporate policies. Therefore, in this paper, the model chi-square and a sample of 150 people, consisting of men and women in offices irrigation, municipal finance, and City Hall of Urmia (Iran) were used. The results of this study indicate that staff performance plays a significant role in improving the quality and quantity of services to the people.

**Keywords:** staff performance, quality, quantity, customer service, Iran.

### Introduction

To be introduced to services should first know what it is. Services is working or activity something that is done by a person, company or industry to another or others. Any company that the product is non-visible and intangible known as a company that provide services such as banks, insurance companies, hotels, accounting firms, government agencies and others. The role of services economy in the world after World War II grew steadily in many ways. Service is not part of the activities surrounding the economy, but considers that it is the heart value created in the economy. As the country's economic development in the change in non-industrial societies in industry and finally post-industrial society even more prominent role in the economy is service. No economy can do without an infrastructure that provides transport services and communications for the task, and furthermore, no economy cannot without public services such as education and health, survive. So today dominate the global economy service. In other words almost 70 percent of GDP and over 60 percent of employment opportunities in developed countries comes from the service sector.

### Actions taken by organizations and governments of some countries to improve the quantity and quality customer service

Some actions taken by some countries to improve the quantity and quality customer service in different periods are:

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- I. Beginning in 1918, through the electronic funds transfer payments, in the Federal Reserve Bank;
- II. Vision 2020 development, development of e-government in Malaysia;
- III. Communication systems in organizations in Britain and America, the total number of remote employee's working in distance Great Britain between 1988 and 2000 increased about 39 percent, in 2001 number 8/25 million Americans were busy working distance;
- IV. Citizen Charter developed by British Prime Minister (John Major) was started in 1991 and in some European countries were taken into account Charter citizen for 10 years as a program aimed at improving service quality in the public sector was used.

National Service Act in 2007, which included 128 articles and 106 notes that the main function of public relations in the implementation of this law are: answers and study, the focus is also on the Code people who are familiar with their rights and obligations.

In today's world, providing high quality service is the most important thing, and given that most governments over the past but are careful to provide quality services to customers, so the government should be to increase people's confidence and reduce costs in offices and services sector that increases customer satisfaction and through this to increase people co-operation in social activities.

Due to growing awareness among people, their expectations of government to implement a high quality service in the correct form and they would make governments can focus on improving service quality as a reform movement in the administrative system and a priority in its implementation.

### **Research objectives**

Different countries look at administrative reforms as a key of development requirements and the main target. The main purpose of administrative reform is to meet customer needs and provide high quality services. The complexity of the organizational system requires a multilevel approach and the application of different methods of performance management (see [5]). For this reason, many countries use various programs in which they are planned different methods to achieve the intended purpose, and this is true in Iran, these programs can be a citizen charter e- government or implementing Total Quality Management cited. With the use of e- government, the role of governmental institutions through availability of more information can be clearer to the people and created fundamental evolution between government and people.

### **Literature review**

Goncharuk A.G. (2012) studies the development of important elements of the system of enterprise performance management. The author proposes to divide the

entire staff of the enterprise into the three categories: main production personnel; subsidiary workers and engineering personnel; managers, clerks and other personnel. The model of personnel motivation and model of internal performance benchmarking are developed. The results of successful introduction of these models on the food enterprises of Ukraine are described.

Alborzi S. (2010) in his research shows the role of communication in employee's performance evaluation. He explicates that although it seems a simple tool to assess employee performance management, but experience shows that there is still a problem in organizations. Organizations need to know how employee performance is seen as necessary so they are guardians to inform them of their viewpoints. Some directors have failed in this task and others are not comfortable with their staff performance appraisal interview should. Significant improvements in staff performance appraisal systems in organizations is occurring, but the problem is still there as an organizational dilemma. Managers often do not wish to interview employees about their performance evaluation. Reviews 351 for in-person interviews and articles in the field suggests that organizations difficult.

Alavi S.A. (2008) analysis effect evaluation of staff performance in university, he shows that used to evaluate the performance and value of the service provided by them in order to identify strengths and weaknesses in performance has long since been recognized. His research shows that organizations need to evaluate their employees before any decision has based on appropriate criteria, abilities, skills, attitudes, competencies, skills and talents are tested for their potential and current. Among the various methods of performance evaluation, the methods to evaluate staff behavior toward a comprehensive vision abilities and job characteristics, behavior and competence of individuals are more important. This hypothesis has been used in this study that there is no significant relationship between employee performance assessment and improvement method is measure behavior.

Khoshvaghti A. (2008) evaluates staff performance. In this research he concludes that, in performance evaluation criteria, the evaluation is to assess the relationship between jobs and salaries and benefits, will do. The performance evaluation techniques, goals, location and time of performance assessment, evaluation and other aspects of personality characteristics and details of the evaluation itself can be considered and reaches the conclusion that the assessment of personality characteristics, performance evaluation and performance when there is a significant relationship.

Sharifi M. (2008) Analysis' Kaizen and improve employee performance. He explains that the purposes of this research include the presentation and implementation of Kaizen model and the effectiveness of employee performance Fars Oil was a central polyclinic model. This is an experimental study with the use of a central polyclinic model oil industry executive in the Fars. To assess the effect of pre-test - post-test questionnaires are taking advantage of the performance. Statistical population of the study consisted of employees (176 persons) respectively. The results showed that the direct supervisor of the subjects in the

five performance dimensions: Quality of work, cooperation, punctuality, innovation and reliability of the results before and after the model has significant differences ( $p < 0.001$ ) that demonstrate the performance promoting employees in these dimensions. But in both quantity of work ( $p = 0.61$ ) and the occupational knowledge ( $p = 0.66$ ) there is no difference. Kaizen model is simple and comprehensive, yet dramatic effects on the improvement of processes and improving the work environment of the organization is to improve employee performance. This improvement is independent of age, sex and education study. The Kaizen model can be extended to all layers of the organization and can have a range of changes in the level of the individual, organization and community created.

Janice C., Janet M. (2005) explains that performance evaluations serve as a valuable tool for recognizing the performance of your top performers, for providing redirection to employees who may not be performing to your expectations in a particular area, and for taking the first step in dealing with the problematic performer. Strongly believe in the importance of performance management, including performance evaluations, we have spent a lot of time talking with supervisors about their concerns when it comes to performance evaluations. Several common issues of concern have surfaced, including, but not limited to, a lack of understanding as to why performance evaluations are necessary in the first place, a lack of training in how to give feedback to employees and/or how to prepare the evaluation, and a concern about how an employee will react to the feedback.

#### **The models of evolution of organizational and customer satisfaction and collaboration partners to meet customer and organization needs**

In the early stages of model evolution functionary organization, more organizations are looking at customers as a case watched, and thus customer satisfaction and corporate profits were less interested, the next step, the organization is more attentive to customers to increase their profits and thus their focus is on the client. The next level is to understand customer needs, this means that the organization must understand and make faster and more accurately to meet customer needs and to make steps in the right clients need to be deleted. Model based on collaborative partners to meet customer needs in order to be fit and close cooperation between members of the value chain there. Chain consists of suppliers, organizations, distribution channels and partner organization competitors are companies signed cooperation agreements and treaties.

Therefore each individual members of the organization should strive to understand customer needs and do their best work. If all these organizations to focus on their customers, thus creating synergies and better things to do. After all, these members must know their goals of creating customer satisfaction and value for all members are to make a profit. The model can be demonstrated by the following figures.

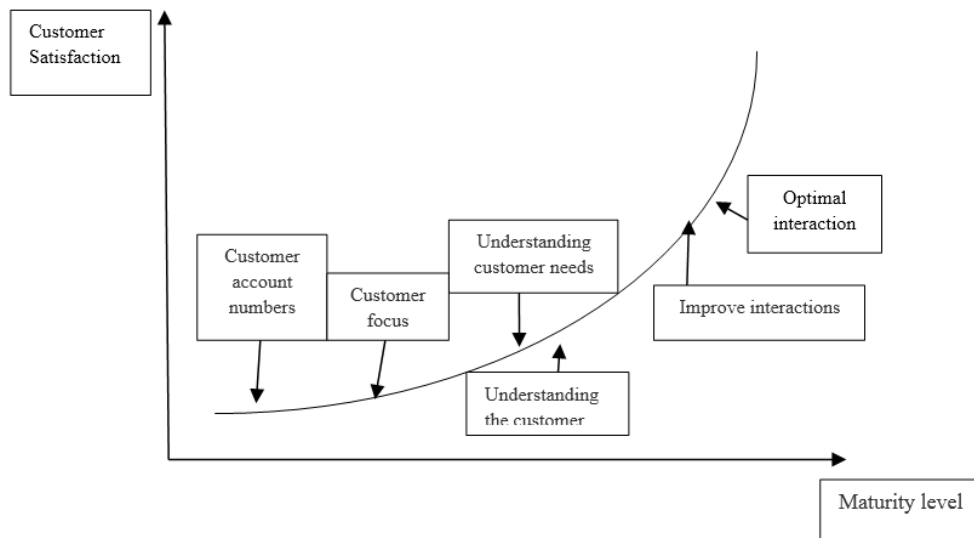


Figure 1. Change in organizational models and customer satisfaction



Figure 2. Trading partners to meet customer needs and organizational models

### The research model

In this study, the model chi-square is used. One of the most famous non-parametric methods, statistics and chi chi-square test is used for statistical analysis. Statistical sample included 150 men and women in offices of irrigation, municipal finance, and City Hall of Urmia city (Iran) was used. A simple random survey was conducted and a questionnaire was used to collect research data. The questionnaire included 20 questions for the same three organizations, which includes two answers are yes and no.

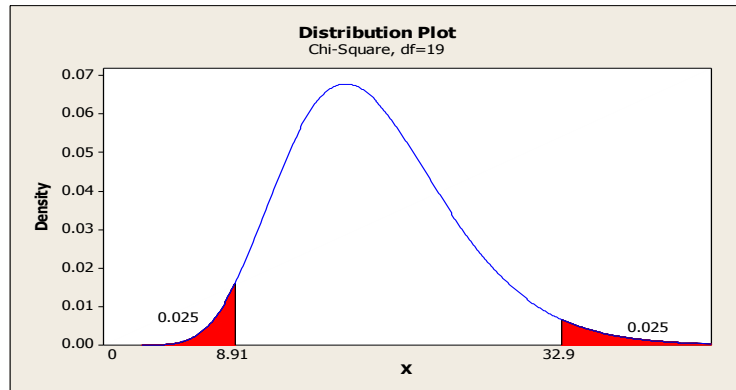
In order to test whether employee performance improve quality services to the public have effects or not, or in other words, do assuming independent of the research data of considered questions to be rejected or not. Therefore chi-square  $\chi^2$  is used. The table below shows the expected frequency and consistency of data between them. Expected frequencies are shown in red in the table.

**Table 1. Frequency of a given inputs and expected frequency of inputs**

Number	Response			Number	Response		
	Yes	No	Total		Yes	No	Total
1	143 107.30	7 42.70	150	12	89 107.30	61 42.70	150
2	143 107.30	7 42.70	150	13	41 107.30	109 42.70	150
3	129 107.30	21 42.70	150	14	93 107.30	57 42.70	150
4	139 107.30	11 42.70	150	15	49 107.30	101 42.70	150
5	111 107.30	39 42.70	150	16	117 107.30	33 42.70	150
6	132 107.30	18 42.70	150	17	119 107.30	31 42.70	150
7	119 107.30	31 42.70	150	18	39 107.30	111 42.70	150
8	74 107.30	76 42.70	150	19	144 107.30	6 42.70	150
9	138 107.30	12 42.70	150	20	107 107.30	43 42.70	150
10	113 107.30	37 42.70	150	<b>Total</b>	<b>2146</b>	<b>854</b>	<b>3000</b>
11	107 107.30	43 42.70	150				

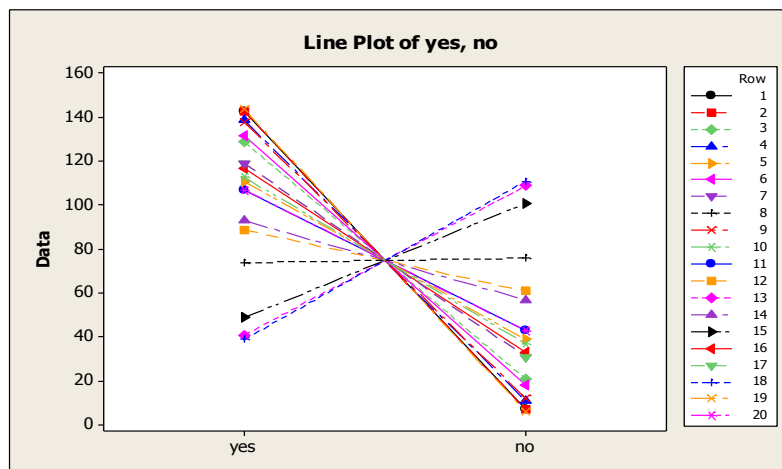
Chi-Sq = 702.124, DF = 19, P-Value = 0.000

Test statistics  $\chi^2$  is equal to 702.124 with 19 degrees of freedom, and as a basis for  $\chi^2_{19} = 32.8523$  (chi-square with 19 degrees of freedom in 0.05), is always higher after independence hypothesis at  $\alpha = 0/05$  is rejected. The value of p (the test of independence) 0/05 is smaller. Therefore a strong argument for staff performance makes effect on improving the quantity and quality of services to people.



**Graph 1. Chi square distribution**

Graph (1) of the Chi square distribution with 19 degrees of freedom which is under the curve, red part of diagram test significance level of 0/05 and shows a strong reason to reject the hypothesis of statistical independence test.



**Graph 2. All responses to the questionnaire**

Graph (2) represents all responses to the questionnaire, irrigation, finance and city hall that in the YES response is more regular than answers No, then such responses in this research is more reasonable.

### **Summary and provide solutions**

Given that environmental changes have increased customer awareness and expectations of customers and clients grew larger, so to raise expectations reputations government should reform the administrative appeals.

Administrative reform must take place through more interaction between customers and agents because otherwise the organization will not be able to meet customer expectations resulting in customer satisfaction and reduced administrative system of the country to be questioned. Therefore, organizations will be able to be successful which not see to clients as a case, but watching customers as an important factor of existence. And also for better development of the country have used the time and money in the reasonable forms. Since that most resources and tools are available to the government, so the use of modern methods of management to provide high quality services to the population and thus to reduce the loss of time is an important necessity. Result of modern management practices in different countries and in countries like Iran, suggests that in addition to saving a lot of time and resources, taking into account the performance of personnel led to increased confidence of population and participation of the population in making the right decisions. Also feedback and ideas on how to provide services to persons properly lead management practices improved.

Government through the use of e-government, distance work, legislation in the field, and educating staff trying to serve more favorable shape to perform its tasks and use of resources, energy and time efficient shape. As already mentioned, of course, all this is done under the shadow of the correct application of modern management methods.

Besides public organizations, private organizations for their survival must be understanding of their customer requirements and should attempt to meet their needs and better ways to compete and survive in the market. As was explained in the context of the results of this study show that between staff performance and improving the quantity and quality of services for people(clients) is a positive relationship and all organizations (public and private) should be trying to improve their staff performance and use of new methods of management.

### **Important strategy for the Improvement of staff performance**

These strategies are:

1. Provide adequate training to people for their familiarization with e-government and how to work with the Internet (such as paying bills or transfer money from other accounts, etc.);
2. Adequate training of personnel;



3. Creating an appropriate organizational culture;
4. The use of machinery and equipment relevant;
5. The third-generation marketing is the social mission of their organizations to be more careful.

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### ANALIZA EFEKTYWNOŚCI PERSONELU W CELU POPRAWY JAKOŚCI I ILOŚCI USŁUG DLA SPOŁECZEŃSTWA

**Streszczenie:** Celem niniejszego artykułu jest zaznaczenie roli różnych sposobów, wykorzystujących najlepsze praktyki czy dzielenie się zasobami, stosowanych w celu poprawy jakości i ilości usług, świadczonych dla społeczeństwa. W naszym podejściu, analizowane były zarówno organizacje profit jak i non-profit. Każda organizacja, na każdym poziomie, aby być opłacalnym, powinna dokładniej wypełniać wymagania klientów w celu zaspokojenia ich potrzeb, z uwzględnieniem swojej polityki organizacyjnej. Dlatego też, w niniejszym artykule zawarty został model Chi- kwadrat i próbka 150 osób, składająca się z mężczyzn i kobiet, pracujących w biurze nawadnianie, biurze finansów miejskich i w Ratuszu w Urmie (Iranie). Wyniki przeprowadzonego badania wskazują, że wydajność pracowników odgrywa znaczącą rolę w poprawie jakości i ilości usług świadczonych dla społeczeństwa.

**Słowa kluczowe:** analiza, wydajność, efektywność personelu, usługi świadczone dla ludności

### 分析人員的績效，提高數量和質量，服務於民

摘要：本研究的目的，給予不同的方式來提高公共服務的質量和數量，通過採用最佳做法，共享資源，並最終提高為人民服務的效率和滿意度的重要作用。我們試圖分析非營利組織和非利潤。在任何級別的任何組織，是可行的，它應該更準確，並滿足客戶的需求和客戶的需求，並考慮他們的公司政策。因此，在本文中，模型卡方和使用的樣本150人，包括男性和女性在辦公室灌溉，市財政和市政廳烏爾米耶（伊朗）。這項研究的結果表明，員工的表現起著顯著的作用，提高服務的質量和數量的人

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