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MEASURING THE QUALITY OF TEHRAN'S MUNICIPALITY SERVICES FROM THE VIEW POINT OF THE CLIENT

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ABSTRACT

Applied research ahead in order to review and measure indicators of quality of Tehran municipality clients is done. In this study, a researcher looking for satisfaction or dissatisfaction client organization is the quality of its services. The main goal of the research hypotheses customer satisfaction research based on the quality of services has been proposed. In this study for measuring the level of services quality of Tehran municipality we used SERVQUAL model. In this model service quality measured in performance and expected model. Using standard questionnaires and calculated the model reliability (Cronbach alpha coefficient 94%) of the simple random method, the required information with regard to control estimation error of 196 samples was collected. For data analysis in addition to descriptive methods, for testing the hypotheses normality test, Wilcoxon test and Friedman test was used. Results of main hypothesis show that there is a significant distance between customer expectations and performance of Tehran municipality. Secondary hypotheses results indicate significant differences in all five dimensions of services quality including tangible factors, responsibility, reliability, assurance and empathy between expectations and performance. Friedman test results also indicate the priority of having the tangible factors to improvement is needed. Finally, the results of research indicate proposals to increase the services quality in organization.

KEYWORDS
SERQUAL model (service quality), performance level expectations, Kolmogorov – Smirnov test, Tehran Municipality.

INTRODUCTION
During recent decades, the main organizational activity (commercial and serving activities) is being in the service of client. Although organizations should meet the clients' desires suitably, most of them don't know "how" recognize and supply their desires. Therefore, organizations should change, stabilize and attract the clients systematically. Supplying the clients' expectations, organizations could satisfy them. Also, they could delight the clients, create a desired image and cause the customer loyalty to increase by presenting some thing more than their expectations. Therefore, a set of designed politics and measures relative to the increase of organization's responsibility toward the clients and the decrease of dissatisfaction are called comprehensive management of the quality (Mirsepasi & Golamzadeh, 2009).

Improvement of the quality is of a great importance among the services, because the governmental organizations present them. Today, because the governments pay more attention to the presentation of better services to the clients, they attend to present the services by which the clients' satisfaction is increased. In the modern governmental management, the following question the government is faced:

How could they present the high-quality and economical services (Alwani & Riahi, 2003) Because the organizations are already facing with some limitations affecting on their decision-making and performance, they can list the clients' needs by listening and analyzing their words. They should emphasis firstly on the rare resources (Shen et al, 2009).

STATEMENT OF THE PROBLEM
With regard to the continual change of the environment and the increase of uncontrollable and environmental threats of the market, it is impossible to improve it by slow movement. Therefore, all organizations and firms should move toward the innovation and creativity in order to survive in market (chen, 2009).

In this regard, the municipality of Tehran as the biggest services organization was examined in order to achieve the survey's goals and to satisfy the citizens and the employees of the organization (this was not true about the previous researches). Therefore, organization should use the tools by which the client's needs

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could be recognized and listed. This survey is aimed to recognize the clients' needs, to estimate their satisfaction and to present suitable procedures by use of SERVQUAL model.

Due to the SERVQUAL model, the clients' expectations and perception from received services are recognized and grouped (Kay & Theresia,2001).

As mentioned before, this survey is aimed to answer the question how the clients' needs and desires are classified by use of SERVQUAL model. On the other hand, today the organizations are competing with each other and they are trying to apply various innovations in order to attract the clients. It is clear that organizations are going toward the electrification and the successful organizations are those who have perfect attitudes toward the clients. In the survey, the quality of services from the viewpoint of the client is measured. Therefore, this survey is aimed to examine the aspects of a comprehensive management in order to present some procedures by determination of the importance of services, quality from the view point of the clients.

This survey is also aimed to answer the following questions:

- What are the differences between the quality of current services and the quality of desired services in Tehran's municipality?
- How is the quality of services in Tehran's municipality from the perspective of services' quality aspects?
- Now a day, municipality has established some firms in order to present the electronic services. So, what is the influence of electrification on the degree of client's satisfaction?

IMPORTANCE AND NECESSITY RESEARCH

In fact, with the beginning of revolution in the quality of governmental services, citizenship charters became propounded in order to improve the quality of governmental services. The main idea was from behalf of the clients. The citizenship charters comprise the basics which should be followed (schiavo, 2000). Regarding the importance of needed works in order to present the high-quality services to the people, the suitable attitude toward the clients and the act of 1382 approved by the high council of the country, governmental organizations should increase the knowledge of their staffs in order to satisfy their clients by presenting the high-quality services. Because the municipality plays a main role in the presentation of public services, this survey is aimed to improve the quality of services by recognizing the weak and strength points of the organization.

RESEARCH BACKGROUND

There are many researches related to the quality of the services from which the modern ones are mentioned.

The research titled "the qualitative and quantitative research related to the evaluation of services' quality" (Lu LIU et al 2008), is one the modern researches in the field of the quality of the services. In this survey, researchers evaluate and measure the degree of clients' satisfaction toward the modern computer networks by use of qualitative and quantitative methods. From the quantitative perspective, the statistical and phase-hierarchical method is used in order to analyze the data. From the qualitative perspective, the hierarchical and Arden's plan methods are used in order to conclude about the different services. Researchers also use some affecting parameters related to the clients' satisfaction. All results are the same (Luliu et al, 2008).

The second research is related to the measurement of the quality of services in the public library of a university in Bangladesh. The survey is aimed to measure the quality services in Daka University. Because the University doesn't receive any money in lieu of its services, the survey is similar to our survey. The ser & Koval model is used in order to analyze the data. The students of the University were interviewed and the difference between their expectations and perceptions was analyzed. The T-student test was used in order to analyze the data. The results show that there is a meaningful deference between the two measured levels (expectations and perceptions of the students from the services of the University) (Zabed et all, 2009).

The third research titled "The users' sati faction from the mobile services of Utopia in 2009" is aimed to examine the relationship between the aspects of services quality and the difference between the users' expectations from the services. This is a measuring survey and a questionnaire is used in order to gather the needed data. The samples were randomly selected and 220 questionnaires were accomplished. The results show the users' dissatisfaction from the quality of the services (Rakshit, 2009).

An other research named "modeling the client's value, the services' quality and racism of Vietnam in 2009", is a cause and effect model in which each category is measure by use of a questionnaire. Researchers use the structural equations model and cooperative method in order to analyze the data. The results show that there is a meaningful relationship between the racism and factors such as the value of clients and the quality of services in Vietnam (Rosenbaum & IpKin, 2009).

The last research, on which the current survey is based, was conducted by Roses et al in 2008. The survey titled "examining the management of satisfaction from the quality of information technology services", was about the clients of the Brazil's banks. This survey was aimed to evaluate and measure the difference between the expectations and the level of presented services in the field of information technology of the banks. The survey was a measuring one in which the questionnaire was used in order to gather the data. The results show that there is a meaningful difference between the expectations and perceptions of the clients relative to the information technology (Roses et al, 2008).

RESEARCH OBJECTIVES

Main objective: Measuring the quality of services in the municipality of Tehran from the view point of the client.

SECONDARY OBJECTIVES

1. Recognizing the power and weak points of the organization during the presentation of services to the clients and the improvement of their quality.
2. Measuring the difference between the desired services and the available services of Tehran's municipality.
3. Recognizing the factors affecting on the services of municipality of Tehran, respectively.

RESEARCH THEORETICAL FRAMEWORK

The use of SERVQUAL model in 80 decade by Parasuraman et al has been regarded as an instrument in order to recognize and measure the factors affecting on the clients satisfaction.

The mode is used as a method to recognize the power and weak points of the services quality in an organization (Parasuraman, 1988).

The model is composed of five aspects as the followings:

TANGIBLE FACTORS

1. modern equipments
2. remarkable physical possibilities
3. well-dressed employees
4. arranged documents

RELIABILITY

5. performance of the job until the certain time
6. being concerned about the solution of client's problem
7. improvement of the services at the first time
8. presentation of the services at the certain time
9. correct reporting

RESPONSIVENESS

10. employees tell the clients what they will do
11. employees present immediate services to the clients

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12. employees have a tendency to help the clients
13. employees are always ready for services to the clients

ASSURANCE

14. behavior of the employees makes confidence of the client
15. clients feel security during their interactions
16. employees behave politely with the clients
17. employees have suitable knowledge in order to respond the clients' questions

Empathy

18. personal attention to the clients
19. suitable time for the clients
20. paying special attention to the clients
21. considering the best profits for the clients
22. perception of the clients' needs

Finally, the research model should be presented as the follow:

FIGURE1: ANALYTICAL MODEL OF THE RESEARCH
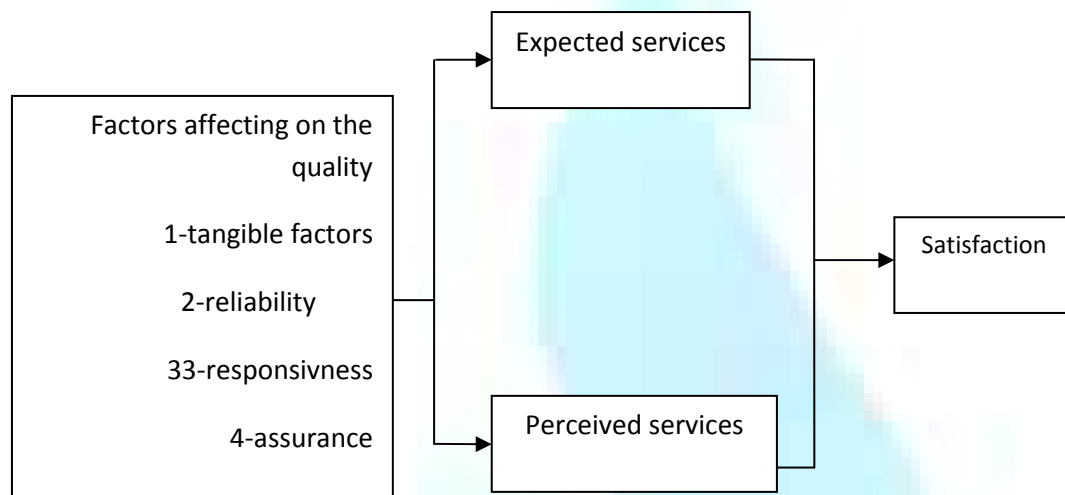
RESEARCH HYPOTHESES

MAIN HYPOTHESIS

The client of Tehran's municipality is pleased with the presented services.

SECONDARY HYPOTHESES

- The client of Tehran's municipality is pleased with its tangible factors
- The client of Tehran's municipality is pleased with its reliability
- The client of Tehran's municipality is pleased with its responsiveness
- The client of Tehran's municipality is pleased with its assurance
- The client of Tehran's municipality is pleased with its empathy

METHODOLOGY

This is a theoretical and descriptive-measuring survey in which the sample includes the clients of Tehran's municipality. The population was randomly selected. The used instrument is a questionnaire composed of two parts. First part includes the questions related to the measurement of research variables and the second part includes the questions related to the clients. First part includes five questions and second part includes four questions.

Reliability and permanency of the research has been confirmed. In this regard, the coronbach's α is 94 percent which shows the accepted reliability of the questionnaire. About 96 questionnaires were completed and analyzed. After gathering data by Excel software, the gathered data was analyzed by use of SPSS and Minitab soft wares.

The descriptive and analytical methods were used in order to analyze the data. In descriptive part, there are some charts, boxes and tables. In analytical part, the klomogroph-smirnoph, Vilkakson and Fridman methods were used.

CLIENTS' QUALIFICATIONS

The following table includes the qualifications of the clients:

TABLE1: QUALIFICATIONS OF THE CLIENTS

%	variety	choices	factors
7.65	15	female	gender
92.35	181	male	
31.63	62	Diploma and associate of arts	education
51.53	101	Bachelor of arts	
16.84	33	M.A	
10.20	20	Below 30 years	age
33.67	66	From30 to 40 years	
35.20	69	From40 to 50 years	
20.92	41	Over 50 years	
29.08	57	unmarried	marriage
70.92	139	married	

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MEASUREMENT OF THE FACTORS

After the measurement of the variables, descriptive criterions of the model's factors were calculated.

TABLE2: DESCRIPTIVE CRITERIONS OF THE MODEL'S FACTORS

middle	average	condition	Statistical criterion
6.67	6.45	desired	Tangible factors
3.17	3.21	current	
7.00	6.49	desired	reliability
3.60	3.45	current	
7.00	6.56	desired	responsiveness
3.17	3.23	current	
5.80	5.82	desired	empathy
3.40	3.37	current	
7.00	6.68	desired	assurance
3.40	3.39	current	
6.76	6.40	desired	Quality of services
3.45	3.33	current	

Based on the table above, it could be said that during the current situation, the highest criterion is related to the reliability and the lowest criterion is related to the tangible factors. Also, the highest degree of expectation is related to the reliability and the lowest is related to the empathy.

NORMALITY TEST

This part includes the normality test related to the main variables in order to choose a suitable method for analyzing data by use of kolomgrof-smirnof method.

TABLE 3: NORMALITY INFORMATION RELATED TO THE MODEL'S FACTORS

possibility	Klomogrof-smirnoph	condition	Normality test
0.000	3.604	desired	Tangible factors
0.001	1.976	current	
0.000	4.024	desired	reliability
0.000	2.660	current	
0.000	4.084	desired	responsiveness
0.001	1.945	current	
0.000	4.391	desired	empathy
0.000	3.487	current	
0.000	4.033	desired	assurance
0.000	2.190	current	
0.000	3.782	desired	Total quality o f the services
0.000	2.500	current	

As seen in the table above, being normality of the variables has been rejected in all cases and the non-parametric methods should be used in order to test hypotheses.

EXAMINATION OF RESEARCH HYPOTHESES AND CONCLUSION

Regarding the quantitative entity of the questionnaire and the available variables, vilkakson's non-parametric test was used in order to test the research hypotheses. In this survey, the calculated criterions of the factors are compared to each other. Then, the hypotheses based on the satisfaction of the client are placed on the H_0 and it shows the client's dissatisfaction from the services.

TABLE 4: THE RESULTS OF VILKAKSON'S TEST RELATED TO THE COMPARISON BETWEEN THE PERFORMANCE LEVEL AND THE EXPECTATION

results	possibility	Normal z	Model's factors
Rejection o f main hypothesis	0.000	-12.160	Tangible factors
Rejection o f main hypothesis	0.000	-12.163	reliability
Rejection o f main hypothesis	0.000	-12.175	responsiveness
Rejection o f main hypothesis	0.000	-12.236	assurance
Rejection o f main hypothesis	0.000	-12.151	empathy
Rejection o f main hypothesis	0.000	-12.142	Quality of services

According to the results, the performance of Tehran's municipality doesn't supply the clients' expectations.
Descriptive results show that there is a distance between the average number and the performance of services quality (3, 0, 7).

RESULTS OF SECONDARY HYPOTHESIS 1: Based on the data analysis, the normality of information related to the secondary hypothesis1 was rejected. Then, the results of vilkakson's test rejected the null hypothesis, i.e., there was a meaningful relationship between the expectations of the clients and the performance of the municipality form the tangible factors perspective.
With regard to the mean criterion, the current services level related to the tangible factors is 2/ 3 and the expectations level of the clients from the services quality is 4,6.
RESULTS OF SECONDARY HYPOTHESIS 2: Based on the analyses, the hypotheses 2 and 0 were rejected by the kolomogrof-smironof test and vilkalson's comparative test, respectively. It means that there is a meaningful difference between the clients' expectations and the performance of Tehran's municipality.
With regard to the mean criterion, the current level of the services is placed in the reliability aspect (3, 4) and the clients' expectations level from the quality of the services is also in the same level (4, 6).

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RESULTS OF SECONDARY HYPOTHESIS 3: Based on the data analyses, the secondary hypothesis 3 and null hypothesis were respectively rejected by Kolomogroph-Smironoph test and Vilkokson test. It means that there is a meaningful difference between the clients' expectations and the performance of Tehran's municipality.

Based on the mean criterion, the services level and the clients' expectations level are 2, 3 and 6, 6, respectively.

RESULTS OF SECONDARY HYPOTHESIS 4: Based on the data analyses, the secondary hypothesis 4 was firstly rejected and then, regarding the results of secondary hypothesis 4 by use of vilkakson's test, the null hypothesis was also rejected. It means that there is a difference between the client's expectations and the performance of Tehran's municipality from the empathy perspective.

With regard to the mean criterion, the current level of services and the expectation level of the quality are respectively 3,4 and 6,7.

RESULTS OF SECONDARY HYPOTHESIS 5: Based on the data analyses, the normality of information related to the secondary hypothesis 5 was rejected by Kolomogrph-Smironoph test. Then, the null hypothesis was rejected based on the achieved results from the secondary hypothesis 5 test and by Vilkalson test. It means that there is a meaningful relationship between the client's expectations and the performance of Tehran's municipality from the reliability perspective.

Based on the mean criterion, the level of current services and the level of client's expectations are 3,4 and 6,7, respectively.

RESULTS OF MAIN HYPOTHESIS: Firstly, the normality of information related to the main hypothesis was rejected by Kolomograph-Smironoph test. Then, based on the achieved results of main hypothesis test, the nul hypothesis was rejected by use of VilKalson's test. It means that there is a meaningful difference between the client's expectations and the performance of Tehran's municipality.

With regard to the mean criterion, the level of services and the level of client's expectations are 3,3 and 6,4, respectively. In order to increase the quality of services, the aspects of quality should be improved.

The results of Five-fold factors classification Friedman Test was used in order to test the equality and the classification of five-fold factors of services quality model. The results show that the qualities of factors are not the same and they are classified as follows:

1. Tangible factors
2. Responsiveness
3. Assurance
4. Reliability
5. Empathy

PROCEDURES AND SUGGESTIONS

A. Theoretical suggestions related to the tangible factors

Regarding the difference between the clients' expectation and the performance of the municipality, the followings are suggested in order to decrease the distance:

- To use the arranged systems in order to keep the documents on file.
- To use the remarkable physical possibilities including refrigerators, suitable informing systems and the required space.
- To use automatic informing systems and electronic systems in order to be informed from more affairs.

B. Theoretical suggestions related to the reliability

- To invest more capital on the informing systems and to use the advantages of the employment of the obliged employees.
- To examine the client's expectations in order to respond update. By this, the reliability of the municipality could be in creased.
- To improve the performance of electronic systems.

C. Theoretical suggestions related to the responsiveness

- To minimize the responsiveness time by creating a concrete informing system and collecting the information related to the work experience
- To increase the employees' tendency to ward the assistance of the clients by creating the client-based culture.
- To promote the 24-hour electronic systems of services.

D. Theoretical suggestions related to the assurance

- To employ the experienced persons in order to respond the clients suitably.
- To present reports correctly by use of computer systems and online services

FUTURE SUGGESTIONS

With regard to this issue that the current survey has been conducted about the municipality of Tehran and has presented suitable results, it is suggested to use it as a theoretical model in other places.

It is suggested to consider the all factors affecting on the client's satisfaction and to recognize the relationship between the variables and affecting factors by use of structural equation models.

It is better to examine the clients satisfaction based on the other models relative to the quality of services and to compare the achieved results to the results of current survey.

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