The Effectiveness Evaluation of components Determining the Team, Target, Financial List and Outsourcing Logical Process Performance to Improve the Citizens Satisfaction

(Case Study: Municipal Administration of Gorgan, Iran)

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ABSTRACT: Municipal Administrations are the nearest service organization to the citizens that one of its important targets is to improve citizen satisfaction. The main aims of the project was to evaluate the effectiveness of determining the team component, target, financial list and services outsourcing logical process performance of Gorgan municipal administration to improve the citizen’s satisfaction. The population was 750 individuals of managers and staff from the municipality of Gorgan. Then, 254 individuals were selected by randomized sampling method. The questionnaire was designed by researcher with 35 questions based on five-choice Likert scale reliability of 0.82. The type of study was descriptive-monitoring and the aim was applied which was conducted in field study. Data analysis was carried out by using one variable t-test. In light of the results, it appears that municipality can adopt win-win approach in relation to the service provider's through the correct choice of activities and with the support of senior managers to provide a comprehensive and coherent program to communicate with the other organizations. The results revealed that the components comprising determination of team, targets, financial lists and outsourcing logical process performance of municipal services was effective on improving citizen satisfaction of Gorgan city, Iran.

Keywords: Outsourcing, Municipality, Satisfaction, Citizens, Financial lists

INTRODUCTION

There is a need for a high level of human coexistence in today's society and this symbiosis is realized in the form of cities. The municipality is an organization for governing the cities, which is responsible for urban management. Urban management system is an extent organization comprising all components and related official and unofficial parts in social, economic and cities framework different aspects with the aim of management, conduction and sustainable development of city (Rajab-salahi, 2002). If we define the local government as organized entity with governmental characteristics and official and financial independence and not necessarily political and its purpose providing public services to the community with maximum efficiency, effectiveness and associated with satisfaction citizens, It is mentionable that regard to the extent of services, are required to employ the strategy of outsourcing.

It is an interesting fact that the major root of outsourcing term is composed of the words “outside” (pointing to the outside of the organization) and "sourcing" in terms of the way that buys the specific activities from exterior organization. In other words, outsourcing implies the use of external providers of goods and services in spite of internal resources. Outsourcing is becoming more and more applicable as a simple and economic tool. While managers are interested in using outsourcing strategy, but in practice they faced to the various conceptual problems in this area (Berimani, 2004).
However, outsourcing is the form of predetermined foreign logistics to provide goods or services that were previously provided by the organization. Basically, outsourcing entitles to buy products and services that have already been made or provided by the company. But, now, it is observed that outsourcing point to buy each service without concerning that before it has been performed by company or not. Today, according to fast progress, using outsourcing is considered in global level for presenting better quality service to the customers (Golabi, 2000). In a classification, outsourcing can be evaluated in the field of production (manufacturing) and services. Outsourcing is included in areas such as customer satisfaction service. Richard Oliver believes that customer satisfaction or dissatisfaction has achieved by the difference between customer expectations and quality that he has received. The municipality should improve services and actions to keep content citizens to achieve sustainable competitive advantage in this environment. In recent years, indicators of satisfaction have been evaluated and measured in several countries whether in the manufacturing sector and whether the service sector. Today, product or service organizations assign the satisfaction of the people as an important criterion for assessing the quality of their work and this trend is still increasing.

It now appears that citizen’s importance and satisfaction is what he refers to compete globally, and achieving to comprehensive and sustainable development of the citizens will perform when citizens are satisfied with the service and the performance of the municipality. Due to the citizen Satisfaction from services and municipality performance, is the main factor in sustainable improvement in process which conduct in order to efficiency increases, effectiveness and quality improvement of urban comprehensive management. Citizen satisfaction is the effective reaction of citizen to municipality organization (Moayedfar & Zahan, 2005).

Therefore, satisfaction is from management issues. Satisfaction from organizational performance was once important that human resources were introduced as an important element of economic production or commercial production. Therefore, the objective of the present study was to determine the effectiveness of team, target, financial lists and logical process performance of outsourcing services on satisfaction of citizens.

**METHODOLOGY**

The type of study was descriptive-monitoring and the aim was applied which was conducted in field study. The population was managers and staff of the municipality of Gorgan (750). Based on a randomized sampling and Morgan table, 254 individual were selected. Independent variables included determining the team, targets, financial lists and performance of outsourcing logical process. Also, the dependent variable was the citizen’s satisfaction. During research conducting, some details were described to participant comprising initial descriptions about measuring tools and aim of test performing, answering method to tests.

Based to ethical considerations after obtaining consent from individuals and the awareness, it was given certitude to individuals that information will used in this study and will be protected from all forms of abuse. A questionnaire was used to measure the variables. The structural characteristics of the questionnaire were selected as closed and regular with 5-choice Likert scale range from very low (1) to very high (5). For determining the validity of questionnaire, the idea of at least 15 individuals from professors was used and collected and then, their viewpoints were applied.

The reliability of the questionnaire was achieved by Cronbach's alpha ($\alpha=0.82$). Cronbach's coefficient was obtained 0.8, 0.86, 0.82 and 0.84 for each of the variables determining the outsourcing team, goals, financial lists of and logical process performance, respectively. These coefficients indicated that the questionnaire reliability was acceptable.

The research model was shown in figure (1). It is assumed that the determination of outsourcing, goals, financial lists and logical process performance affect the citizen's satisfaction, directly:

![Figure 1. The conception model of different component effective in citizens’ satisfaction](image-url)
In present research, Kolmogorov–Smirnov test and one variable t-test was used for data analysis. The data analysis was used by SPSS 18. The significance level was considered P≤ 0.05 for all analyzes.

RESULTS

The descriptive statistics of data and the research variables are presented in Table 1.

Table 1. The mean and standard deviation of research variables

<table>
<thead>
<tr>
<th></th>
<th>Outsourcing appointment</th>
<th>Target appointment</th>
<th>Financial list appointment</th>
<th>Logical process performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mean</strong></td>
<td>3.4319</td>
<td>3.4419</td>
<td>3.1677</td>
<td>3.1516</td>
</tr>
<tr>
<td><strong>Std. Deviation</strong></td>
<td>0.45228</td>
<td>2.33186</td>
<td>0.55899</td>
<td>0.62369</td>
</tr>
<tr>
<td><strong>Minimum</strong></td>
<td>2.29</td>
<td>2.00</td>
<td>2.00</td>
<td>1.50</td>
</tr>
<tr>
<td><strong>Maximum</strong></td>
<td>4.43</td>
<td>24.00</td>
<td>4.80</td>
<td>5.00</td>
</tr>
</tbody>
</table>

The normality of data was confirmed by Kolmogorov–Smirnov test (P≥ 0.05). The outsourcing team appointment on citizen satisfaction of Gorgan municipal administration to improve the citizens’ satisfaction was evaluated by using t-test (Table 2).

As can be seen in Table 2, the average was more than 3 which was significant at p≤ 0.05. Therefore, determination of team outsourcing was effective in citizen satisfaction from municipal services of Gorgan city. The data in Table 2 indicated that the effect on targets on citizen satisfaction of municipal services in Gorgan city revealed that according to the average more than the significance level (p≤ 0.05), targets appointment was effective on citizens’ satisfaction from municipal services of Gorgan city (Table 2). The results (Table 2) clearly indicated that, based on the average more than 3 and the significant level (p≤ 0.05), financial lists was effective on citizens' satisfaction from municipal services of Gorgan.

Also, the results tabulated in table 2 demonstrated the effect of logical process performance on citizens' satisfaction from municipal services of Gorgan. It is clear that according to the average more than 3 and the significant level (p≤ 0.05), logical process performance was effective on citizens' satisfaction from municipal services of Gorgan.

Table 2. T-test in appointing outsourcing team on citizen satisfaction.

<table>
<thead>
<tr>
<th></th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
<th>Mean Difference</th>
<th>95% Confidence Interval of the Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>outsourcing team on citizen satisfaction appointment</td>
<td>15.221</td>
<td>253</td>
<td>0.012</td>
<td>0.43195</td>
<td>0.3761 – 0.4878</td>
</tr>
<tr>
<td>targets appointment in citizens' satisfaction</td>
<td>3.020</td>
<td>253</td>
<td>0.003</td>
<td>0.44193</td>
<td>0.1538 – 0.7301</td>
</tr>
<tr>
<td>financial list appointment in citizens' satisfaction</td>
<td>4.782</td>
<td>253</td>
<td>0.024</td>
<td>0.16772</td>
<td>0.0986 – 0.2368</td>
</tr>
<tr>
<td>logical process performance on citizens’ satisfaction</td>
<td>3.873</td>
<td>253</td>
<td>0.000</td>
<td>0.15157</td>
<td>0.0745 – 0.2286</td>
</tr>
</tbody>
</table>

DISCUSSION

The main aims of the project was to evaluate the effectiveness of determining the team component, target, financial list and services outsourcing logical process performance of Gorgan municipal administration to improve the citizen’s satisfaction. The results showed that the target appointment was effective on citizen satisfaction from municipal services of Gorgan. This is corollary to the earlier findings of Alipour (2007).

Outsourcing is a complicated process which requires senior management support to overcome internal resistant. Hence, the purpose should be accurately determine and also defined obtaining the consent of the relevant part of the senior management. The results showed that financial list appointment was effective on citizens’ satisfaction from municipal services of Gorgan city. Analogous results were not performed in this part of research.
The cost estimation of performing work to determine the comparison criteria for contractors’ suggestions is important for outsourcing decisions. In this part of the research findings of the present study was not performed with similar results. The logical process performance was effective on citizens’ satisfaction from municipal services of Gorgan. Analogous results were not performed in this part of research. It is apparent that Outsourcing process should be carefully defined, explained and respected.

In view of the above, should be focused on different views of the organizations parts and individuals and the steps of process define with complete realistic view. the most important steps in performing this process are: determine the extent of outsourcing and its activities, determining the main criteria of contractor selection and scoring methods, data collection from contractors with identifying their abilities, define the tender frame and its details, designing and evaluating the mechanism of suggestions, determining outsourcing consultation and taking advantage of the advice procedures.

At the base of our investigations we drew a conclusion, that municipality can adopt win-win approach in relation to the service provider’s through the correct choice of activities and with the support of senior managers to provide a comprehensive and coherent program to communicate with the other organizations. It is necessary to note, that the municipality can increase the salary of semi-skilled staff in order to prevent to hurt loyalty and employee morale. Finally, the municipality can take advantage of consulting outsourcing which can be able to get help in essential situation.

REFERENCES