

"How the Provision of International Training can Improves Service Quality The case of a Local Government Office in Western Greece"

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Abstract:

The process to define quality can be characterized very confusing. Academics admitted that there is a plethora of potential explanations, particularly in the service sector. Although, quality is observed as one of the main issues, which take into account customer satisfaction especially in the internationalized era that we live in. In this research important parameters which affect service quality investigated further and the analysis proves the need to relate them all under the supervision of an effective training program able to understand employees' needs and satisfy customers' demands which changes continually. The specific paper supports the concept that: The need to motivate employees is essential as this affects employees' performances and the operation of the service as a whole. The implementation of an effective with international elements management system which will control and continuously check employees' performances approved to be an effective technique that meets the high standards, the local Government office has set. Plethora of parameters can be embodied inside a training program that can affect and modify the culture of the Department and the way of thinking as the researchers argue in the specific study.

Keywords: international training, service quality, performance, public sector

Introduction

This chapter is the first step in order to understand the aspects of service quality and be able to realise the importance of that technique. The value of service quality becomes clear, because, is characterised as an effective procedure in order to control employees performance and judge the usefulness of the service which provided by employees.

Define Quality

Taking into account the direct relationship between customer satisfaction and higher customer maintenance, service quality has become an important research subject in the past decade. Nowadays, the provision of high service quality has been characterised as the crucial strategy in order to achieve the organisation goals and satisfy customers (Siu and Cheung, 2001). According to Ritsema van Eck-van Peet and Broekhuis (1991) quality has been defined as the sum of features that are provided by the service and satisfying the prerequisites which are been set by customers and providers in a continually coordinated procedure by taking into account, the effort and predictable outcome, and embodying all the needs of both parties. Quality is normally characterized as a general estimation of the service. Most of this argument focused on the correctness of assessing service quality as a gap between customer expectations and customer estimation of performance (Fullerton, 2005). Delivering service quality frequently means that the service which is provided satisfies/meets customers' expectations or understands customers' needs and provides on a consistent basis. During the progress of the process to achieve the target, it is essential to consider that, customers' expectations differ considerably and according to customers' ideas, personal judgments and conditions. Wong and Sohal (2002), mention that service quality is an observational judgment, which covers the whole service provision process, starting from the evaluation stage where customers measure their expectations and compare them with the service they have received.

Improve Quality...Improve Satisfaction

The better way, in order to have a clear and complete picture about the importance of service quality is by approaching it from a marketing viewpoint. The purpose of the provision of a service is the benefits of using the service and not a product.

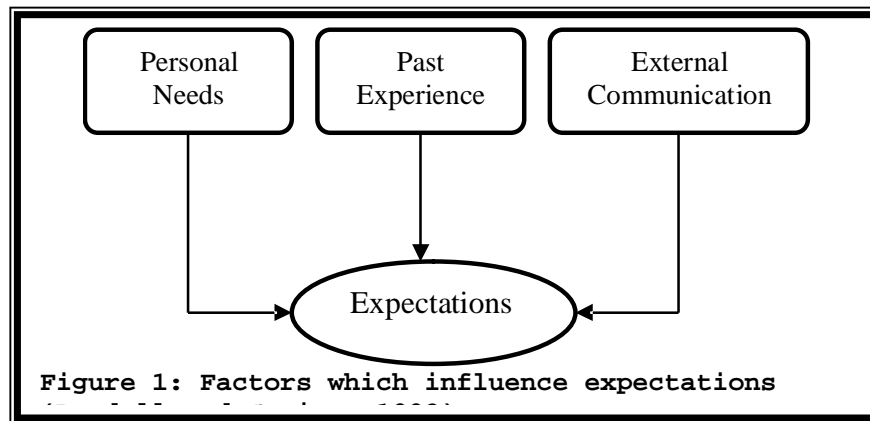
Judge the Quality According to Customers' Perspectives

Considering the above, service is a function about offering advanced benefits relied on customer judgment. Hence, the purpose of quality in a service is to reach customers demands. As the customers' expectations always change, the importance of being able to provide an effective service is always emphasised by the analysts. So, the complexity of the service quality is an aspect, which examined in the marketing discipline and it is evaluated as a general estimation technique (Taylor and Baker, 1994). As a result, to guarantee continuous satisfaction and service effectiveness, emphasis has to be given on the ability to understand the customers' needs and prospects. This aspect based on the idea that the customers have to be defined frequently and methodically in order to comprehend what kind of service can be provided from the organisation. After that, the last stage is to get a feedback in order to realise the level of satisfaction that exists and be able to compare it with previous years in order to improve the service and upgrade the relationship with the customers (Taylor and Baker, 1994).

Factors that Influence Customers Expectations

If the employees meet customers' expectations, then customer satisfaction has been accomplished and the service to be known as effective and high quality. On the other hand, if employees are

unable to meet customers' expectations at a required level, dissatisfaction takes place and the service is known as low quality. The reason that can generate the dissatisfaction is employees' inability (as a result of the low training) to understand clearly what customers expect and how to provide them with the correct service on time. The correct training has to be offered in order for employees to be able to understand that customers characterise "a correct and appropriate service" and also understand how to deliver the service according to the customers' knowledge. The previous issues are closely related with parameters such as customers' personal needs, past experiences and external communication which are linked strictly with company service, which influence customer expectations (Figure 1), (Gómez *et al.*, 2004). These parameters have to be used positively by employees as guidelines to measure their performance and point out customers' expectations. Thus, it becomes obvious that the above parameters in relation with employees' interaction with customers can affect positively or negatively the customers' behaviour and expectations about the service which is provided (Shao *et al.*, 2004).



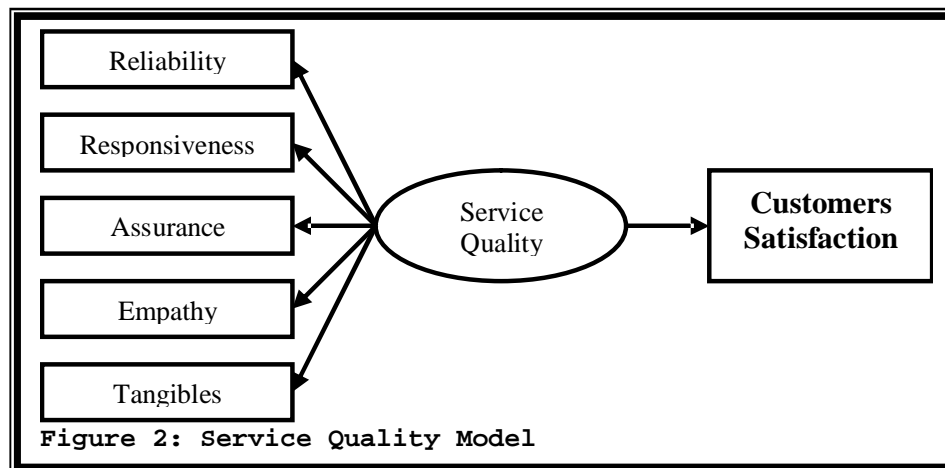
Functional quality deals with the intangible characteristics of the service and explains how the service is delivered to the customers. In particular, it deals with the interaction that exists between employees and customers during the delivery of the service (Brady *et al.*, 2002). According to McCain *et al.*, study (2005), functional quality is based on three aspects which are observed by customers and are related with employees' attitude, expertise and behaviour. Thus, it becomes clear that the training that is offered by an organisation has to be focused in the above factors in order to achieve a satisfied level of quality. Specifically, about the attitudinal characteristic, managers should train the frontline staff, to be friendly, sociable and polite in order to perform correctly in special circumstances that will help them to meet customers' expectations and satisfy their needs.

Service Gap Model

Therefore quality is defined as the gap between customers' expectations and perceptions ($C = P - E$), and a customer will recognize quality positively only in cases where the service provider achieves or exceeds their expectations. At this point it is vital to mention the difficulty to judge, measure, determine and examine a service because of its nature to be intangible. Thus, customers are unable to evaluate the quality of the service and as a result organisations face difficulties which reduce the opportunities to understand customers' expectations which are based mainly on their behaviours (Robledo, 2001). The main model which developed in order

to compare and minimize the gap that exists between the perceived and the real service delivery is known as the Service Gap Model (Figure 2); (Brady *et al.*, 2002). The model assumes that the level of service quality received by customers is significantly influenced by the length of the gap that exists between their expectations of the service and their perceptions of what they receive in fact from a particular service supplier (Parasuraman *et al.*, 1985 cited in DeMoranville and Bienstock, 2003). Ten main aspects of perceived service quality have been recognized as the critical principles that customers utilise to measure service quality. These aspects were developed by Parasuraman *et al.* (1985) while the result of that study aims to develop a service quality measurement model (SERVQUAL) which has five basic phases to evaluate service quality. The five phases are:

1. Reliability: Ability to offer the required service reliably and precisely.
2. Responsiveness: The enthusiasm and motivation to help customers and offer immediate service.
3. Assurance: Employees' knowledge and abilities and their gift to inspire safety and security.
4. Empathy: The personalised interest that is given by the organisation to its customers.
5. Tangibles: The physical facilities, such as equipment, materials, and staff, which contribute in order to provide an effective service (Figure 2).



By using the SERVQUAL model effectively and follow the above aspects accurately high quality service can be observed when the customers decide in advance the characteristics of the service and sufficient trust employees' abilities (which is the result of an effective training) to judge circumstances and take the final decisions. Thus, customers' satisfaction is achieved, and positively affects the reputation of the organisation as it boosts customers' loyalty (Ling and Chong, 2005).

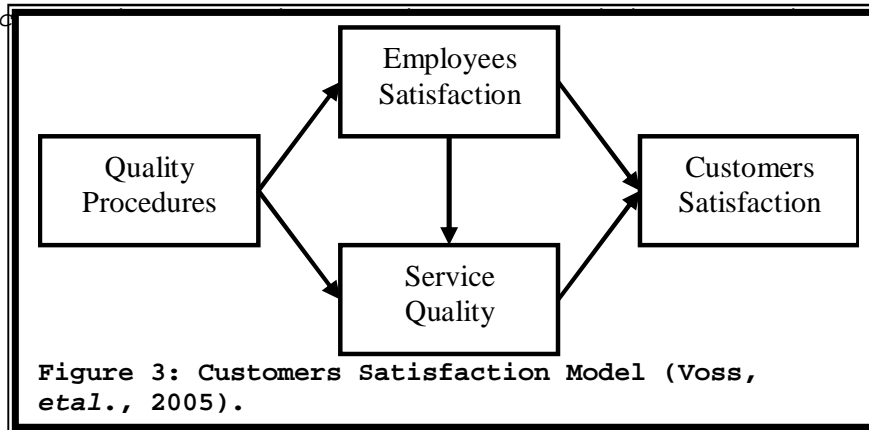
How Training can lead to Customers Satisfaction

In addition, regarding the Stanley and Wisner (2002) study, the relation that exists among service quality, service capability and customer satisfaction is mainly determined by the level of comprehensive training programs that are provided to the staff and the team environment that is introduced inside the organisations. Current studies have proved that there is both a direct and indirect relation between customers' loyalty and service quality in order to achieve high level of customers' satisfaction (Olsen, 2002). This relation is based mainly on factors which improve the quality of the service such as providing an effective training course to the

employees in order to use beneficially the technology which is available to them. Through, the use of gap analysis and the criticism of other studies, there will be an effort to present how these two factors can help an organisation achieve high level customer satisfaction (McCain *etal.*, 2005). Manandhar and Tang (2002) mentioned the importance of training as a beneficial tool in order to improve service quality through the empowerment of the frontline workers. Specifically, this can be achieved by choosing the most market oriented frontline staff, educate them about the importance of their work and finally, offering them satisfactory knowledge and training in order to face difficult and abnormal situations which aims to reduce considerable probability of offering a poor service. Additionally, the fact that the standardisation of services can not be achieved as they are subject to huge degree of variations obstruct the achievement of a quality control in services (Gowan *etal.*, 2001). Stanley and Wisner (2001) and Stenson *etal.* (2001) stated that an effective service quality policy aims to reduce the total expenditures. So, organisations continuously highlight (to their employees) the significance of customer satisfaction and thus, they spend a remarkable amount of the budget in quality management training programs. Consequently, Newby (1992) stated that, it becomes more reasonable for managers to relate training as an investment in their personnel rather than as an additional tax on their resources. Actually, most workers do not interact directly with customers but basically help their company to satisfy these customers. So, it becomes clear that training has to be provided to the workforce as a whole, by the above study it becomes clear that there is a strong interaction between the workforce and service quality. As a result, in order to achieve a significant improvement in service quality organisations have to develop clear job specifications, exchange of available information, and of course provide training to teach them how to interrelate and use efficiently all the above changes.

Customers Satisfaction and Service Quality

The connection between service quality and customer satisfaction has been analysed and evaluated in a high level during the progress of the research. It is difficult to analyse separately these two variables because they have the same origin. Particularly, satisfaction or dissatisfaction is characterised as the outcome of the confirmation or disconfirmation of estimated expectations to authentic performance. While, service quality is the result of the relationship between expectations about service and the technique which is used in order to perceive high service performance, it can be assumed that both are based on the idea which includes the achievement of customers' expectations and possibly will be examined as one and the same. Nevertheless, a general difference is that satisfaction is a post-consumption feeling, while service quality exists and is a factor which is considered by customers in order to select the specific service. Thus, it become clear that service quality determines satisfaction rather than the opposite and this was the finding of Spreng and Mackoy (1996), empirical analyses, whose research emphasise the fundamental relationship between quality and satisfaction (Figure 3).



Evaluating the previous segregation between service quality and satisfaction, it becomes obvious that there is a more strict linkage between service quality and actually service provision and, thus, is naturally multidimensional. In contrast, satisfaction is observed as an evaluative judgment that is supposed to be a one-dimensional concept. Specifically, service quality based on an overall estimation of firms' service delivery process, while satisfaction is about a cognitive and/or emotional reaction that is associated to an individual or set of service encounter occurring over time (Grace and O'Cass, 2005). In that case, the predictability of prospect service results is boosted, which repeatedly decreases the customer's level of perceived risk, so raising the probability of repeating the same service (Grace and O'Cass, 2005).

The Interrelationship among Job Satisfaction, Empowerment, Training and Service Quality

At this point it is essential to mention the relation that exists between good training, job satisfaction and customer satisfaction. The purpose of training is to increase employees' performance which has as an outcome to increase their confidence about their job and then to perform more effectively. This has a direct impact over the provision of the service, which improves and causes customers satisfaction. Thus, job satisfaction derived as employees are able (by providing them with the appropriate training) to satisfy customers' needs by offering high quality services (Snipes et al., 2004). Job satisfaction, by itself is not sufficient to cause the required modifications in order to achieve the desired progress in provision of an effective service. By offering the correct training employees are able to keep the service quality at high levels, because, they know the way to use their power in order to offer advanced service to the customers. In that point empowerment can be related effectively, because, the purpose of the training is to improve employees' performances, factors that proves the importance that is given from managers to improve and maximize their staff abilities. This proves that managers understand the importance of training in order to provide employees with the required power and authority, which characterised as an issue, that encourage them to continue to work hard (Ugboro and Obeng, 2000). Hence, it becomes clear that through the training the appropriate conditions are generated in order to empower employees to perform more effectively and increase their job satisfaction by offering better service quality. From an employee's point of view, the sense of empowerment should generate to employees the feeling of authority and confidence that is required to introduce the essential changes to improve the service quality.

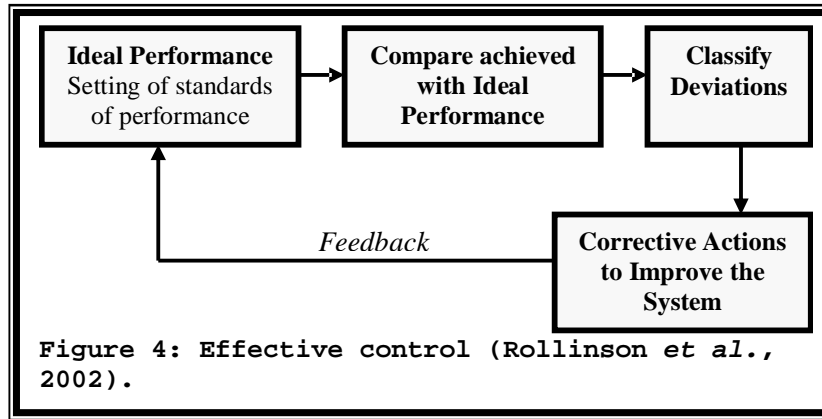
How CRM can Help Companies Beneficial?

Effective customer service can be achieved by understanding customer needs and responding to them efficiently. CRM assists an organisation to comprehend, predict and react successfully according to customers' needs in a consistent way. In addition, CRM needs a helpful and incorporated internal business method which is assisted by the technology which is used in order to satisfy customers' needs. This occurred because; CRM is a helpful tool if organisation viewed as a sum of tools that permits to achieve an integrated satisfaction of customers needs. Thus, with CRM organisations can introduce and build up better communication channels with customers, gather important data, and increase the ability of the organisation to respond spontaneous according to customers demands (Kotorov, 2003). Last but not least, enables frontline employees to become more productive, help them to learn how to work more efficiently as a group, improve their skills and as a result reduce dramatically the operation costs (Lindgreen and Antiocho, 2005). With all the above, it can be summarised that organisations have understood that customers do not expect only satisfaction by the company but also they seek for long-term and effective relationships, which will enable them to get some benefits. In that point, organisations have to be well prepared, because, customers' demands for customisation are raising daily. In order to face the above expectations organisations be focused on mass customisation than mass production.

Quality Control

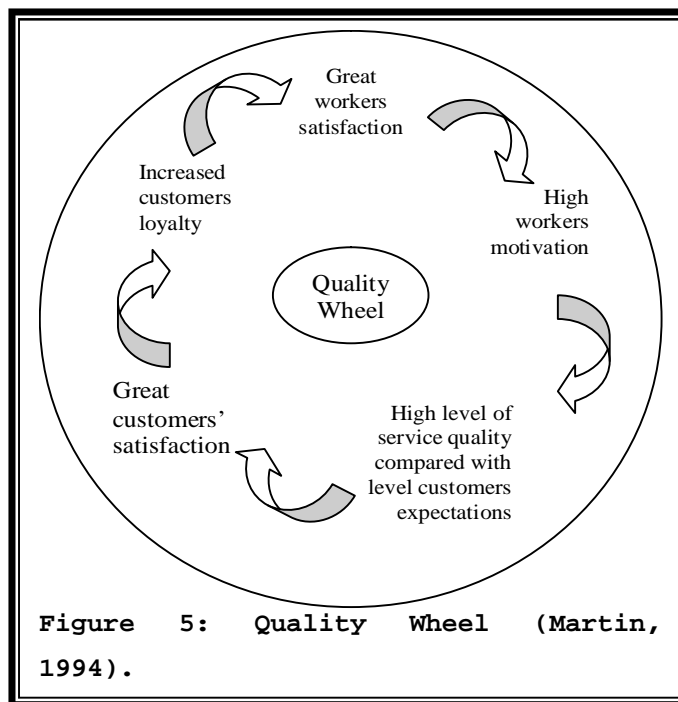
In order for an organisation to reach its goals and objectives, the achievement of various activities and tasks in a correct order is required. Thus, an essential degree of control is unavoidable in order to satisfy organisation's goals. It is vital to point out that the role of control is to monitor the performance of the workforce in a degree that will inform managers to take decisions that will improve workers skills. Thus, according to Papamichail and Robertson study (2004) control is an official process that applies and utilizes existing data in order to maintain or modify models to improve employees' performance. In order to conclude it is essential to point out that an effective control mechanism is based on the following elements which developed by Rollinson *etal.* (2002). First of all, the manager sets up a range of standards in order to inform workers (via training) about the expected performance in terms of quality and quantity. The next step is to compare the achieved performance with the standards in order to understand how close to the wanted performance the workers are. After that, purely name and classify potential deviations from the wanted standard and finally report the results and findings in order to improve the system by analysing the data and try to improve the process in order to avoid upcoming consequences (Figure 4).

Current studies propose quality control prompt provision service linked. this

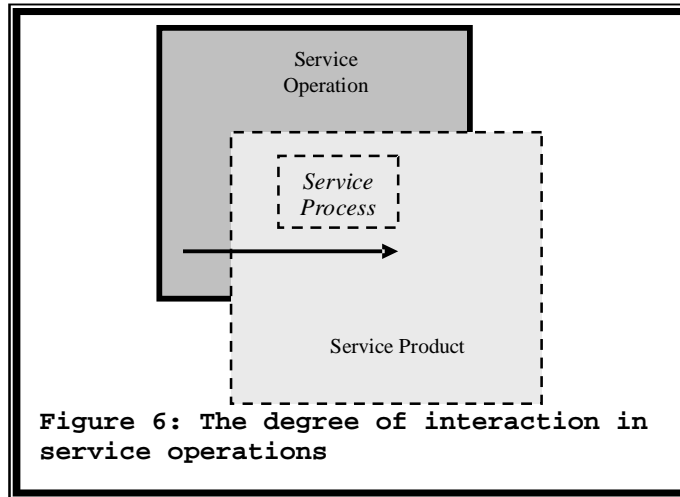


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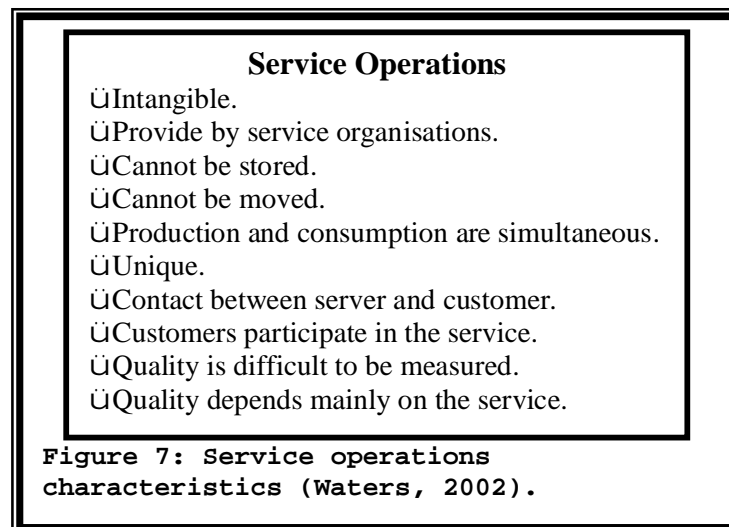
interaction is presented in the "quality wheel" (Figure 5). Researches relate customer satisfaction and customers loyalty with the satisfaction which is received by the employee how serving the customer (Martin, 1994).



In the Information Department Office of Municipality of Zitsa, information and Citizens of the Municipality were the core transformed resources, while transforming resources were a mixture of parameters such as, the available facilities, the existing staff (which include all the people which involved in order to fulfil citizens' needs. Also, the transforming resources are based on any equipment that helps the service to be completed effectively for instance telephone, fax, photocopy machines and internet. In the stage of transformation process, the staff of the Information Departments communicates with the relevant and responsible authorities in order to investigate each case and find out the reasons that caused the problem. The reason for that was to gain an effective service which was related with a final decision (in contact with the citizen) that will solve the problem and achieve an accepted level of citizens' satisfaction (Boström, 1995). The level of interaction that exists between the citizens of the Municipality of Zitsa and the staff of the Information Department is presented in figure 6.



Thus, as a pure service the Department produces intangible products such as ideas, assistance and information with high customers' contacts and the output of the specific operation has the characteristics of the service. Taking into account Waters (2002) list (Figure 7) of service characteristics it becomes obvious that the Information Department should be in alertness in order to use citizens information directly and in an effective way that will satisfy them as in antithesis with goods production the quality of the service is difficult to be measured and additionally the quality depends principally on the service itself.



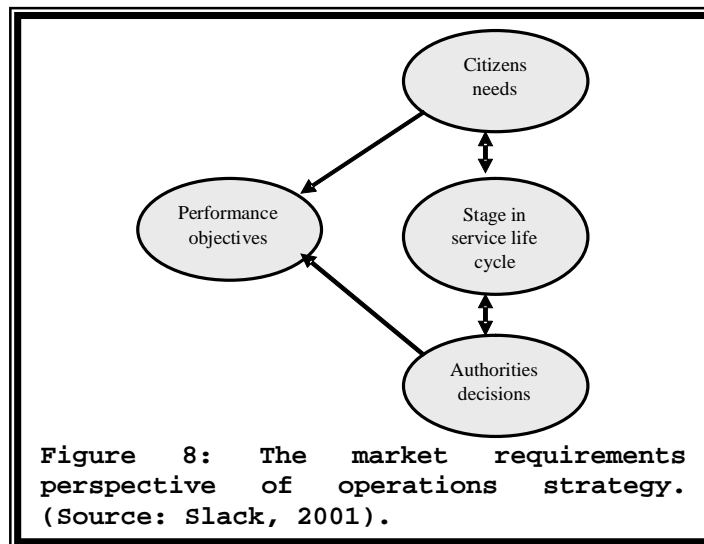
Customers (Citizens) Satisfaction

Citizens' satisfaction is the core purpose that causes the development of the Information Department Office in the Municipality of Zitsa. Quality in service, responsibility, quick decisions and permanent solutions are the key criteria that show how efficient the department operates in relationship with the number of satisfied citizens. As a non-profit operation, the Information Department (part of the service that is offered by the Municipality of Zitsa) introduce the above criteria, and were characterised as the main reasons that drives citizens to use the service in order to solve their individual problems with the Greek State (Reid and Sanders, 2002). So, the order-winning factors are being appeared which instantly and largely contribute to gain the trust of citizens. Moreover the flexibility of the service which is provided by the operation is an additional factor that cause the satisfaction of citizens in order to meet their individual requirements. The trust

that has been built throughout the transformation process between the Municipality and its citizens is a clear example which shows that emphasis is given to the order-winning factors by the Information Department in order to offer an efficient service analogous to citizens' expectations.

Performance Objectives

Any operation including the Information Department at the Municipality of Zitsa, its main purpose is to satisfy via the implementation of the five performance objectives which based on the quality, speed, flexibility, cost and dependability. In our case, if citizens demand a quick and direct service the operation has to be concentrated on its speed improvement. Moreover, if the customers insist to receive a service which will suggest them the best solution for their problem then the operation has to emphasise its quality performance. Also, dependability has to be considered by the operation in order to provide a reliable service which based on the existence of the suitable and appropriate equipment that will facilitate the completion of the service. Lastly, cost performance is not considered by the Information Departments, because as a part of the Municipality of Zitsa is offered free to the citizens. Thus, in order to satisfy all different demands the service which is offered by the operation should be flexible which makes clear that the staff should be well trained and skilled in order to face different citizens' requirements. Taking in to account the fact that the service that is offered by the Municipality is unique and there is not a level of competition, it still remains as a main target of the department the need to remain flexible to offer the necessary variety. Figure 8 illustrate the market requirements perspective of operations strategy.

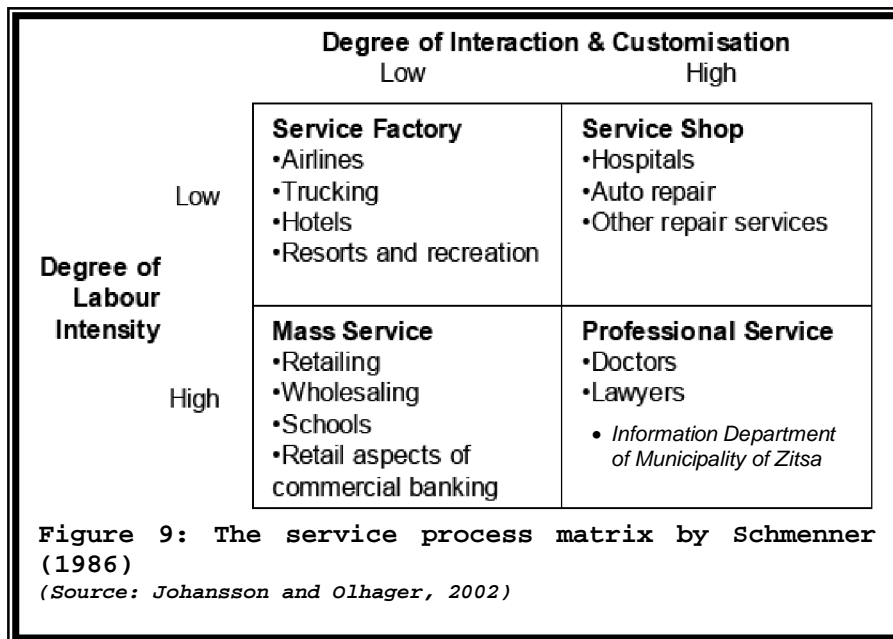


Having in mind the factors of figure 8 it becomes clear in our case that customers needs and authorities' decisions can affect dramatically the stages of the service life cycle. Specifically, new decisions that are taken by the Authorities are possible to have an impact over the citizens, directly generating the need to develop an additional service which will be able to cover specific demands. Thus, the introduction stage of the operation has to be transformed and introduce new data in order to cover the exact needs of the citizens. Considering one of the basic characteristics of the

service, which is the "uniqueness" it becomes clear that each time the service follows the stages of the service life cycle where at the decline stage there is the completion of the service in which the citizens cover their needs. So, the interesting point is that if the service remains efficient, the introduction of the Information Department will be beneficial as each time it covers unique needs of different people and then saturation and satiation is difficult to be caused.

Strategic Approach to Service Operations Management

According to Davison *etal.* (1998) study, there are two main elements that characterise the service that is offered by the Information Department. First of all is the high labour intensity which includes high ratio of the cost of labour to the value of the plant and equipment and require more worker time and effort. And the second element is the high level of citizens' interaction with service providers and the high customisation level that is offered to the citizens. The use of two-by two matrix of Schmenner (1986 cited in Johansson and Olhager, 2002) will help the understanding of the position that the company has as the Service-process Matrix is a method that categorise all the service in terms of the level of citizens' interaction and labour intensity (Figure 9). In cases where there is a middling degree of interaction and customisation with clients the service belongs to the service shop group. Mass service has to do with services in which the level of labour intensity is high but in the same time it observed a low degree of interaction with customers.



Lastly, Professional service is the category where the service is offered by the Information Department because in this case there is a high level of citizens' intensity and the degree of interaction and customisation is extremely high, which is the only way to satisfy the different citizens' needs. The ability to achieve high level of labour intensity and customisation is the main target of the Department as it tries to prove that it is able to operate effectively in different circumstances that could be apparent and encourage citizens to rely on Information Department staff.

Service Design

According to Slack (2001), the core goal of the design activity is to provide a service that will satisfy the customers in a high level by meeting their expectations. The achievement of a good service design by the Information Department of the Municipality of Zitsa is the main target and an effort is given in order to pick the appropriate technology, choose skilled and trained staff and finally provide the sufficient capacity in order to satisfy customers and perform effectively and efficiently. Figure 10 presents the positive impact that an effective design of the service could have over the performance objectives. Finally the design activity can be presented as an input-transformation-output diagram and it presented in the figure 19. The transformation diagram of the design activity shows that ideas, information and customers' feedback considered and criticised by the members of the Information Department. Suggestions and improvements placed in order to get final decisions about the new improved format and style that the service should have to be able to satisfy new demands and needs.

Performance Objectives	Influence of good service design in the Information Department
Quality	Can eliminate the cases where the Information Department will be unable to provide solutions to citizens problems
Speed	Can avoid the unnecessary delays by categorise the problems and be able to know where to apply in order to find the best solution
Dependability	By providing technology and skilled staff can help to make each stage of the process predictable and introduce a range of standardised techniques
Flexibility	Be able to react and respond in customised situations where the introduction of older patterns is not possible
Cost	Non-profit Service

Figure 10: How a good design can affect the service (Source: Slack et al., 2001).

The concept generation stage is the basic idea which based on the thought to provide the citizens with a service that will solve particular problems which are related with the Greek Stage. The concept generation stage developed after the interaction that exists between the Municipality and its citizens and after the identification of their needs. After that, the next stage is the screening which based on the research to find out how sensible, reasonable, and practical could be the materialisation of the idea. The result of the first two stages is a basic idea about the characteristics of the service which will cover these needs and is the preliminary design stage. After that, there is the stage of evaluation and improvement where possible suggestions are judges in order to introduce changes that will improve the efficiency of the service. Finally, the last stage is the prototyping and final design where the last format of the service is developed with the characteristics that are introduced during the progress of the previous stages. Nevertheless, changes will occur after the introduction of the service to the citizens and thus a continuant redesign of the service is required, as citizens' needs changed and

the need to offer an effective service is vital by the Municipality of Zitsa and the Information Department.

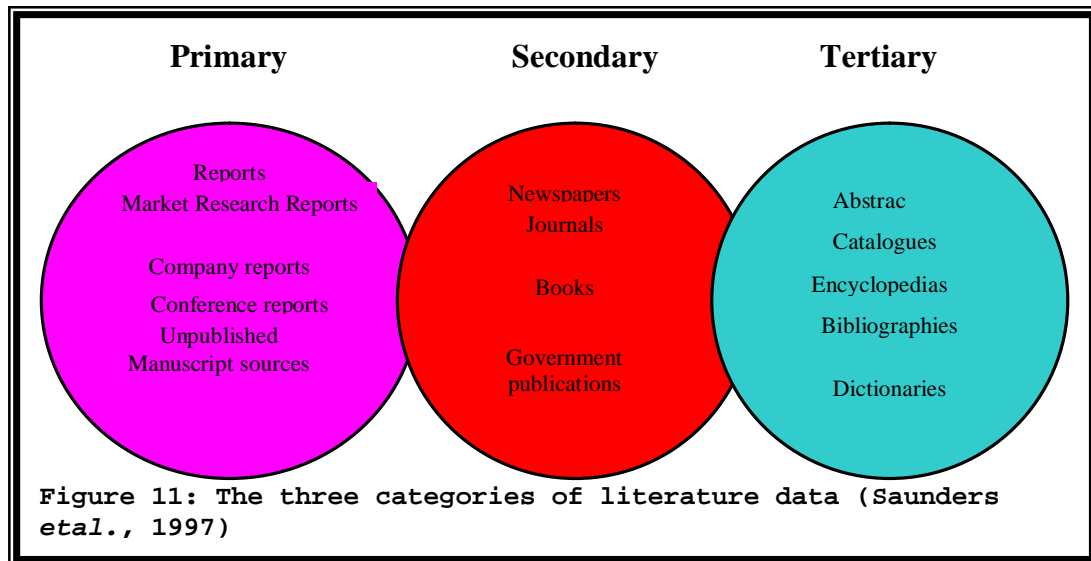
Research Method

The research process which is going to be used in order to analyse the specific research question is completely critical, because it influences the accuracy of the required result. Thus, according to Ottaviani *etal.* (2004) study, there are two methodologies in which a research can be based: the deductive and the inductive approach. By using the deductive approach the researcher attempts to build up a hypothesis which should be tested after the design of a research strategy. On the contrary, by using the inductive approach the researcher has to gather and evaluate available records in order to develop theories as an outcome of findings analysis (Figure 22); (Saunders *etal.*, 2003). In the specific case, by considering the nature of the research question, the deductive approach arose as the more applicable research approach that has to be introduced. This approach enabled the researcher to investigate the relationship that exists between two different variables during the provision of a service in order to explore the level of dependency of one variable to the other (service quality and training) and the relationship is based on the knowledge of experts about the specific subject (Ottaviani *etal.*, 2004). Thus, the deductive approach is an effective method in order to use the existing literature review beneficially in a way that is considering the variables service quality and training provision to enable the researchers to generalise their findings. Lastly, an additional reason that demonstrates that deductive is the most reliable approach is its ability which helps researchers to conclude even in cases where the available data provided by miscellaneous sources such as irregular sample designs, and samples gathered considering irregular time scales (Bibel, 1998).

Source of Data

The sources of data can be divided into three different categories: the primary, secondary and tertiary data. The primary sources are the ones that provide the most important information for a research. The Primary sources form the first part of a study and provide the most important material for a research. They include specific information about a company and primarily consist of published sources which are based on reports, planning documents, unpublished manuscript sources and company's reports. Secondary sources draw the sequential development of primary literature with an advantage, the convenience to locate them. It is characterised as the biggest and largely applied source, which is based on written literature, books, newspapers and journals that provide the most valuable definitions, which can be helpful for the company in advance. Lastly, tertiary sources, purpose is to enable the development of primary and secondary literature and to establish a subject. They form the first part of insight in a subject, to provide researchers with a first idea of what they can find. Thus, they based on indexes, abstracts, encyclopedias and bibliographies (Saunders, *etal.*, 2003). The following figure 11 illustrates the three different categories of literature data in which a research can be based:

The specific topic will be based on the use of primary and secondary sources. In particular, the literature review is based on secondary data such as service quality journals, books, articles and university databases and primary sources such as market research reports and about the provision of an effective service through the introduction of a training program. Also questionnaires will be used as an addition source to boost the effectiveness of the available primary data as it allows the researcher to draw conclusions and gather extra data in order to cover further the research question, seeking to identify an efficient way to improve the level of service quality that provided by the Information Department Office at the Municipality of Zitsa.



Data Analysis

The analysis was undertaken both from a quantitative point of view as well as a qualitative point of view, and the results are in the next chapter. The reseals are very interesting and provide useful information about employees and citizens opinion about the level of service quality which is offered by the Information Department Office. All these should be taken into account by the Municipality of Zitsa in order to rebuild and restructure the Department.

Questionnaire for Staff

The length of the questionnaire should not be longer than two pages because it becomes boring and decreases the response rate. The questionnaire should be addressed to a specific person, include all the different aspects of the specific research question and be related with the interests of the interviewee in order to be able to provide researcher with correct data. The questionnaire should include analytical detail about what researchers need for the responders and a simple format has to be followed by the researchers in order to avoid misinterpretation of the questions. The purpose of the questionnaire is to understand the interrelationship that exists between the dependant and independent variable of the specific research question (Foddy, 1999). Additionally, each question has to be related with the theories that have been mentioned previously in the literature review in order to follow the hypotheses and try to investigate deeply the research question by using the deductive approach (Appendix 2a and 2b).The first three questions are characterized as personal questions because they focus on the

personal characteristics of each responder and they are dealing with the age, gender and department where employees operate. Even if they are not related with theories, they still influence the results because for instance according to their position in the company a different training level and emphasis is required, or according to their age they react and respond differently in unusual circumstances during the service delivery. In Question 4 there is an effort to relate the questionnaire with the research question by trying to identify how they are interesting about their job. As it was mentioned by McCain *etal.* (2005), employees have to be trained correctly in order to respond politely and friendly to the customers in any situation and provide customers with service based on their expectations. Moreover Question 5, based on Manandhar and Tang (2002) study, try to investigate the level of effort that is given by employees in order to satisfy the customers. This question explores the relationship that exists between skills improvement and job specialization which is the result of an effective long-run training. After that, the opportunity is given to the employees to express their own personal ideas and beliefs in Question 6 which characterized as an open question. In that question there will be an effort to examine if the findings of the Stanley and Wisner (2002) study are relevant with employees beliefs about training usefulness in improving the overall performance of the company. Moreover, Question 7 identifies the most popular areas that have to be improved by the company because the same employees consider the need to develop their skills. Question 8 is a self estimation about the service of quality that is offered by the company according to the existing training programs and Brady *etal.*, (2002) investigates how the service is delivered to the customers. Question 9 aims to examine how the knowledge gained by employees after the completion of the training programs, helps them to solve effectively difficult and abnormal situations which may increase considerable the probability of offering a pure service (Manandhar and Tang, 2002). The next question is investigating the level of confidence that training provides to employees in order to provide high standards service even in unexpected situations (Martin, 1994). Last but not least, Question 11 the purpose is to investigate the relation that exists among empowerment, motivation and training under the supervision of a successful leader (Rollinson, 1998).

Questionnaire for Citizens

Like before, the questionnaire about citizens' starts with general questions about their age and gender in order to identify further the group which uses the service more. After that, Question 3 aims to find out the level of citizens satisfaction and consider improvement and suggestions in order to improve further the service (Gómez *etal.*, 2004). At Question 4 there is an interest in order to investigate how citizens observe staff skills about their job and try to rate it, with the main aim to have a clear picture which shows the level of customers' satisfaction (Evans, 1996). Similar with the previous question, Question 5 main purpose is to investigate how training can affect employees' comprehensibility about citizens' problems (Taylor and Baker, 1994). While, Question 6 aims to explore how fast employees respond to citizens' problems (according to citizens opinion) (Ma *etal.*, 2002). Also, at Question 7 the researcher tries to see how successful the service was which provided citizens the level of satisfaction which was required (Robledo, 2001). Question 8 is related with Lindgreen and Antioco (2003) because its purpose is to identify flexibility of employees (according to customers view) to transfer the citizens to the correct employee who is able and well skilled at the specific problem to provide high standards service to

citizens. According to Stanley and Wisner (2002) Question 9 purpose is to find out how helpful employees are to citizens and if their training, increased their ability to improve their critical thinking, and problem solving ability. Finally the last two Questions 10 and 11, will give important information about customers opinion that will help the researcher to understand the level of training which is offered by the Information Department Office to its employees. This will be achieved by considering the theory of Gómez *etal.*, (2004) as they try to relate the time which is required to solve particular problems with the ability of employees to achieve a correct and effective communication with citizens and understand their problem immediately.

Conclusion

After the interconnection of both questionnaires with the appropriate theory it is crucial to investigate the findings and understand the need to introduce a new training program which will consider not only employees and citizens suggestions but also their personal ideas about the structure of the specific training program in order to cover their needs and make the service more efficient.

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Appendix 1 staff questionnaire

1. Please choose your department:
2. I take actions spontaneously and politely to satisfy citizens' requests
3. Give more than the maximum of my effort in order to offer a remarkable service to the citizens
4. How training helps you to increase your productivity and boost the service quality in your department?
(Stanley and Wisner, 2002).
5. Which is the main training areas that you plan to develop for the next two years?
6. In general, how pleased are you with the level of training that is offered by the Information Department Office?
7. The implementation of the training I have received is easy.
8. Do you think that the training that you receive is enough in order to respond effectively to unexpected situations during the provision of a service?
9. Is the leader (manager) in your department able to empower and motivate you to provide an effective service?