Evaluating the effect of privatization of postal services on customer satisfaction in post offices in South Khorasan

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Abstract

This study aims to evaluate the effect of privatization of postal services on customer satisfaction in post offices in South Khorasan. The research method was descriptive - correlation, statistical population included all employees and clients of post offices in South Khorasan province. Numbers of employees are 180 people and the number of clients is Unknown. By using Morgan table, a sample of 118 employees and 384 clients were selected randomly. To collect the data, a questionnaire of 22 questions about privatization and 25 questions of customer satisfaction were used. In this study, the reliability of questionnaires was obtained by 94/0 and 86/0 and 88/0 and 89/0 respectively is validity. Data analysis was performed by spss20 and AMOS18 and descriptive and inferential statistics such as mean, standard deviation, correlation coefficient, linear regression multi variables two and structural equation modeling were used. The results showed that privatization of postal services on customer satisfaction in South Khorasan Province influence. , also the privatization of postal services on the satisfaction of the client, the client's confidence to employees, informing satisfaction and the satisfaction of physical space and equipment organizations in South Khorasan Province influence. According to the results of the conceptual model fitting through structural equation modeling for one unit increase in the privatization of services, customer satisfaction standard deviation will increase equivalent to 38/0.

Keywords: privatization, postal services, customer satisfaction.
1-introduction

Government intervention in the economy has historically been one of the important economic issues. At the time of the classical economists, direct government intervention in economic activity was minimal. Since World War I (1918-1914) and the Soviet Union (1917) and especially after the economic crisis in the West in 1929, the role of government in economic activity increased and the role of the private sector decreased. The aim of privatization in its simplest form of swirl or transfer of assets of a nonprofit organization to private property is in order to ensure continuity and preserve assets (Wade, 2008). Privatization means the removal of government subsidies to the private sector (Martin, 2008). Privatization is a process that according to it, property of companies transferred from the public sector to the private sector, and this phenomenon is to increase the efficiency of the firm or its assets. Privatization program in recent decades by many developing countries as well as developed with different political systems followed. Privatization is one of the components of structural reforms and programs aimed at achieving higher performance of firms at the microeconomic level as well as achieve higher economic growth in macroeconomic dimension. On the other hand with the implementation of privatization policies to reduce government spending or deficits field normally unrestrained by government happen. Therefore by reduce inflation; increase investment field is created by the private sector (Um et al., 2013). Privatization policy aims at improving operational efficiencies, allocation of resources, expand popular participation in different sectors, including manufacturing and commercial development policies. Privatization is a new approach to the market system that is a remedy to the government's failure to the consequences of the economic activities that undoubtedly any negligence brings failure to the economy. Privatization by a company with answers to the questions why, when and how privatization should be done is relevant (Lee et al., 2005). Unfortunately, in some parts of the administrative management system due to government intervention in economic affairs, respect for people's rights exclude and the principle that people should be satisfied from the activities of the government is removed and only employees have leisure in mind, So solution can be found in the privatization and by privatization created this environment that agencies are looking for people, not people looking for agencies, Thus by privatization, the customers will be satisfied and even we will see reducing the cost and increasing the benefits (Clarks et al., 2005). Privatization is one of the most important factors in determining customer satisfaction that is considered in this study.

Neal (2002) in a model considers privatization as something that has 7 dimensions: 1. Principles and Applications, 2 forms of privatization, 3 functional areas, 4. Motivated by privatization, 5. importance of privatization, 6. obstacles to privatization and 7 Factors facilitating privatization. Researcher uses this privatization model to measure the variables.
Satisfaction is a positive feeling that is created in a person after he or she received the service. The mentioned feeling is created from the contrast between customer expectations and supplier performance. If the goods and services received assess by the customer's expectations, he will be satisfied. If the level of service and product is higher than expectation of customers, it leads to the satisfaction of him, and lower level of service leads to dissatisfaction of him. There are many benefits form customer satisfaction for the company's and higher levels of customer satisfaction leads to loyalty. Maintaining good customer over the long term, continuing to attract new customers to replace customers who have cut ties with the company. Customers, who are highly satisfied with the organization, pass their positive experiences; it means advertisers for organization and thus reduces the cost of attracting new customers. This project is very important for public service providers because of their reputation and their relative advantages and positive aspects of others is an important source of public confidence. Top customer satisfaction is a form of insurance companies against possible errors, which result in changes associated with the production of services and their occurrence that is inevitable. Regular customers in the face of such situations are more excusable; because of previous good experiences easily ignore small organizations, mistakes. So, it is not surprising that customer satisfaction is the most important duties of organizations and institutions (Venus and Safaeian, 2011: 58-62). Customer satisfaction does not depend on an organization type of business or organization's position on the market, but it depends on the organization's ability to meet customer quality expectations (Safari Nejad and Rahimi, 2009). Customer satisfaction is a qualitative and latent variable, and to convert it into a measurable quantity need to have the right model and algorithm. With the help of an algorithm and model good, customer satisfaction can be converted into a numerical index and the factors associated with it can be measured (baradaran kazemzade and Bashiri, 2006). The model in this study were used for customer satisfaction surveys, is the model by Hashem Zadeh (2010: 65) that is derived from the theory of Eklaf and Westlud (2002: 100), that measures Client satisfaction, employee satisfaction in two dimensions (including components of the treatment of clients and client trust) and the satisfaction of the organization (including the components of the information and the physical organization of space and equipment). Satisfaction about employees means in terms of client satisfaction, the employees treat them with courtesy and respect. Also in terms of employee satisfaction, client trust the skills and expertise of the staff, And in the work, they have self-discipline and respect law, and with justice collide with each client and do not discriminate between them (Eklaf and Westlud, 2002). In the dimensions about organization satisfaction, Zeithaml (2000) believes that when employees have information about how and where to provide services and have a good time notification process, we can say, we have organizational satisfaction. In terms of Zeithaml, other than those mentioned location and physical environment of the organization such as the location of its convenient geographical position, Availability, as well as the cleanliness and the proper place to rest and office supplies within the organization Is effective in consent of the client. Research confirms the relationship between privatization and customer satisfaction, for example Sivalingam (2006) showed that in companies that have more
stocks, there are Greater customer satisfaction and service quality are high. Service organizations are the most important economic sectors. From every ten jobs that are created, nine jobs are in service activities. This has led the service sector in the economic sector has the largest and fastest-growing (Hossein, 2010: 71). One of the important service organizations in our country in recent years has been the privatization of the telecommunications company. Accordingly, in this study the impact of the privatization of postal services on achieving customer satisfaction in post offices in South Khorasan province were examined. In this regard, the following hypothesis is proposed:

Privatization of postal services influences on customer satisfaction in post office of South Khorasan province.

2. Literature review

Service organizations are the most important economic sectors. From every ten jobs that are created, nine jobs are in service activities. This has led the service sector in the economic sector has the largest and fastest-growing (Hossein, 2010: 71). One of the important service organizations in our country in recent years has been the privatization of the telecommunications company. Accordingly, in this study the impact of the privatization of postal services on achieving customer satisfaction in post offices in South Khorasan province were examined by Sajadi et al (2014), which are aimed to investigate the productivity of companies in privatization process. The results show that the productivity of capital and labor productivity in the company under investigation after the Ceding shares to the private sector has improved the percentage of company stock granted to the private sector and the productivity of capital and labor productivity had a significant positive relationship. Research pro (2014) as "the relationship between service quality, customer satisfaction and loyalty with the intention of future participation in physical fitness and aerobic centers (case study: the city of Rasht)" was conducted. The results showed that there is a significant positive relationship between variables of service quality with loyalty, satisfaction and intention of the future. There is a significant positive relationship between loyalty and future customer satisfaction. Finally there is a positive relationship between loyalty and future presence of customer. The results regression showed only the satisfaction and loyalty can predict the intention to presence, and variable of service quality played the mediator role. According to the findings, officials and managers of fitness and aerobic clubs, with continuous assessment of the current situation and provide more tangible to customers participating, have important role in the satisfaction and loyalty of these people are responsible and cannot guarantee the group's presence. Afkhami and Torabi (2012) with the aim of "effects of electronic services on customer satisfaction of insurance companies" were performed. Therefore, based on the research literature and extracting expert opinion by using Delphi method, a model consists of six dimensions of quality of electronic services designed, that effects of these dimensions on customer satisfaction of insurance companies (Iran-Alborz) are considered, and then through an
online survey, a quantitative research carried out. To evaluate the reliability of the validation in this study factor analysis is used and with structural equation approach, hypothesis testing was conducted. Findings suggest that the impact of the ease of using is quality of information and ensure customer satisfaction. Elias (2011) in a study entitled "The Relationship between the privatization of the insurance companies with the consent of the insurer" came to the conclusion that promoting customer satisfaction enhance profitability and increase market share. Customer satisfaction and customer-oriented private insurance companies are rather than state-owned insurance companies. Also result showed that there is a significant relationship between privatization through customer-oriented with customer satisfaction. Thus increasing customer orientation in private insurance companies is leading to increased customer satisfaction.

Um et al (2013) in an article titled "Different privatization, corporatization, and ownership and its impact on the major airports of the world" measure and compare the efficiency and profitability of the airport owned manufacturer, ranging from 100% state ownership, the government majority and minority composition of the private sector, public sector and many private sector.

Based on their findings, Airport owned by the public sector up to 100% ownership of public sector has lower efficiency and more profitability in comparison with major airports that are owned by the private sector. On this basis, these Airports most of its revenue are from non-aviation business services as well as aviation services cost far less than the full or majority state-owned airport.

Research by Kumbhhr (2011) with the purpose of "factors on bank customers' satisfaction" was performed. The result shows that perceived value, Brand Name perception, cost effectiveness, ease of use, reliability, transport and equipment problems, and ensure security and accountability are important factors in customer satisfaction in electronic banking. Mentioned factors included 3/48 percent of the variance in customer satisfaction. Contact with objects and equipment, system availability, efficiency and compensation are from factors that are less important, because these dimensions explain of 21.7 percent of the variance of customer satisfaction.

Sheng and Liu (2010) carried out study entitled, "Relationship between quality electronic services with customer satisfaction and loyalty," This research is a correlation in 38 branches of the State Bank of Taiwan capital and questionnaires were used to collect data. These researchers expressed in their study that in traditional environments, improve the quality of services has strategic consequences such as increased customer loyalty and productivity growth with of economic exchanges. So it can be concluded that the quality of electronic services will have a positive impact on customer satisfaction and loyalty. Boubakri (2005) in a study entitled "Privatization and performance of the Bank in developing countries," examined performance of privatization of in 81 banks in 22 developing countries. The results show that on average private
banks that choose privatization in their history suffered from low yields Economy And show lower performance compared to other banks still remain state. During privatization, profits will raise in any case, according to factors such as performance, risk and ownership may increase or decrease.

Clark and colleagues (2005) in a study titled "privatization in developing countries: have focused on Lessons and findings "to the effects of privatization on the use and performance of banks and financial institutions. During this Research they found that although privatization in any proportion will increase efficiency and performance of financial, pure efficiency reach to its maximum only when the statesmen role is decreased to its minimum. Financial institutions will be transferred to strategic investors, foreign banks, domestic institutions involved in the privatization process, and they should not limited competition in favor of certain groups to a certain direction.

3. Method

The present study in terms of purpose is an applied study and in terms of the nature and methods is descriptive and correlational research. Statistical population research includes all employees and clients of post offices of south Khorasan (Birjand, Ghaen, Sarbishe, Darmian and Khoosf). That the number of managers and employees are 180 people and the number of clients is unknown. According to Morgan table 118 employees and 384 clients were selected randomly as the sample. 2 questionnaires include privatization and customer satisfaction questionnaire were used for this study. Standard questionnaire of 22 questions to assess the privatization was used which is designed by the Nile (2002) and Sajjadinia and colleagues (2014) have been translated and standardized it into Persian. This questionnaire includes 7 components: 1. Principles and Applications, 2. The forms of privatization, 3. Functional areas, 4. incentives for privatization, 5. the importance of privatization, 6. Obstacles to privatization and 7. Examine the factors facilitating privatization. Validity of this questionnaire by Sajjadinia et al was (2014) 83/0 and 88/0 and in this research validity and reliability of the routine questionnaire obtained by Cornbrash’s alpha equals to 94/0. 21 questions to assess customer satisfaction questionnaire by Hashem Zadeh (2010) were used for the customer's satisfaction that in two dimensions the satisfaction of employees evaluate (including elements of how to deal with clients and trust of clients) and the satisfaction of the organization (including the components of how to informing and physical space and equipment of organization). The whole point of 5 Likert questionnaire was (very high to very low). The Validity of this questionnaire by Hashem Zadeh was (2010) 89/0 and reliability obtained by Cornbrash’s alpha that equals to86/0. Data analysis with the app spss 21 was performed and for data analysis, descriptive statistics (frequency, percent frequency, cumulative frequency) and inferential statistics (linear regression two parameter) were used, and to fit the conceptual model from structural equation modeling with AMOS software was used.
4. Results

The main hypothesis: the privatization of postal services on customer satisfaction at post offices in South Khorasan province affected.

The effect of privatization on customer satisfaction by using two variables regression was obtained. Based on the results from the regression test p value was calculated (001/0) less than 01/0 which is significant, So in this level, H0 is rejected and the result is a significant linear regression model, it Means Privatization had a significant effect on customer satisfaction. The coefficient of determination is 079/0 = R 2, which reflects the effect of Privatization on customer satisfaction. So privatization variable in this model explain the 079/0 variance in customer satisfaction (Table 2).

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>p.(- value)</th>
<th>t. value</th>
<th>Standard estimation</th>
<th>R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Privatization</td>
<td>0/001</td>
<td>5/706</td>
<td>0/280</td>
<td>0/079</td>
</tr>
</tbody>
</table>

The results of model fitting have been shown in the following figure. Goodness of fit indices is given in the table below. Based on the goodness of fit, the model is fitted of the occasion. In this model rectangle represents the observed variables, and ellipse represents the hidden variables. Coefficients shown in the diagram are path coefficients. Correlation between the observed variables associated with latent variable are loadings standardized and coefficients between latent variables (values personal and organizational structure) are regression coefficients. RMSEA value equals to 085/0 that represents a good fit model. The square of the correlation (chi-standardized factor loadings) are interpreted as follows: For example in first structure, the first variable is the square of the correlation between the structure that equals to 36/0 (60/0 * 60/0 = 36/0) this means that 36% of the variance, explained by the structure. Regression coefficient between the privatization of postal services and the level of customer satisfaction show that the per unit increase in the privatization of services, will increase customer satisfaction
equivalent 38/0 of standard deviation

Figure 1 the results of structural equation modeling to examine the conceptual model (standard factor loadings)

Table 7 the fitting parameters for Model

<table>
<thead>
<tr>
<th>IFI</th>
<th>NFI</th>
<th>CFI</th>
<th>AGFI</th>
<th>GFI</th>
<th>RMSEA</th>
<th>DOF / chi</th>
<th>variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.954</td>
<td>0.905</td>
<td>0.953</td>
<td>0.83</td>
<td>0.901</td>
<td>0.085</td>
<td>2 / 24</td>
<td>calculated amount</td>
</tr>
<tr>
<td>&gt;0/90</td>
<td>&gt;0/90</td>
<td>&gt;0/90</td>
<td>&gt;0/90</td>
<td>&gt;0/90</td>
<td>&lt;0/10</td>
<td>&lt;5</td>
<td>Acceptable level</td>
</tr>
</tbody>
</table>

5. Discussion and conclusion

The results show that the privatization of postal services on customer satisfaction at post offices in South Khorasan province has a significant positive effect. It means that, in terms of personnel,
privatization, increasing customer satisfaction with the services provided by the department. These results are consistent with findings of Sivalingam (2006) showed that in most companies that the majority of their stock is private, the customer satisfaction is greater and they have high service quality. This study is also consistent with Sajadi and colleague’s findings (2014) that showed privatization is causing the productivity of capital and labor productivity, And the findings of Elias (2011), which showed an increase in customer orientation in insurance companies, resulting in increased in customer satisfaction. Accordingly, when a company like post office out from public administration and transfer to the private sector can have better service quality. According to the results of privatization of postal services to the satisfaction from behavior with the customers in post offices in South Khorasgan province has a significant positive effect. It means that the post office Privatization and the transfer it to the private sector has been a change in employee behavior with the clients. These results with findings of Sivalingam (2006) that showed in most companies that the majority of their stock is private, the customer satisfaction is greater and they have high service quality, And the findings of Elias (2011), which showed an increase in customer orientation in insurance companies, resulting in increased in customer satisfaction, and also the findings of Saatchi (2014), Which showed there is a significant positive correlation between satisfaction with the quality of service, are consistent. Therefore when a company hands out government and transfer to the private sector, management mode and monitor it will change. This will transform employee behavior with the clients because profits for private companies and having customer is a principle And so they all tried their best to satisfy their customers. The results show that the privatization of postal services on amount of confidence of clients to staff in post offices in South Khorasgan province has a significant effect. It means that privatization of the postal services creates more confidence of the citizens in this organ.

These results with findings of Sivalingam (2006) that showed in most companies that the majority of their stock is private, the customer satisfaction is greater and they have high service quality are consistent. The results showed that the privatization of postal services to amount of satisfaction from how to informing, in South Khorasgan province post office, has a significant positive effect. This means that when the postal offices have been transferred to the private sector, how to informing by authorities and staff to customer will improve. These results are consistent with the findings of Reshadatjou and colleagues (2012) that showed there is a relationship between service quality and customer satisfaction, and it is consistent with Boubakri and colleagues finding (2005) showed that Privatization results in better performance of banks in developing countries. Accordingly transferring post office to private sector, the amount and way of informing will be changed, and the staffs for attracting their clients try more. Also the results showed that the privatization of postal services to amount of satisfaction from physical space and equipment of the organization in the post offices in South Khorasgan province has a significant positive effect. So by privatization of the post office, officials and managers pay
attention to the physical environments more, and try to change it to fit the tastes of customers, this attract customers and leads to their satisfaction from the environment. The results of this hypothesis is consistent with the finding Satchian (2014), which showed that there is a significant positive correlation between service quality with the satisfaction and with Goudarznavad’s findings (2009) that showed ultimately enhance the quality of services will bring client satisfaction. Therefore by moving this company to the private sector, shareholders for getting more visitors, satisfaction, and ultimately profitability trying to design A nice and pleasant physical environment suit the customers’ taste, and using More updated and newer equipment to attract customers more.

According to the results, the following suggestions are offered:

- It is recommended that government transfer service organization to private sector, as much as possible.
- It is suggested that in private companies such as post office employees with clients have the appropriate behavior.
- Staffs try to provide accurate information and detailed guidance about trust of customers than ever before.
- It is recommended, type, the principles and applications of each organization accurately determine and private areas for different public service departments to transfer to the private sector provide, and barriers to them be removed.

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