THE IMPORTANCE OF SERVICE DELIVERY IN THE COMMUNITY

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Service quality can be determined by comparing the perceptions of consumers for the services that they obviously received the services that they expected to get through the attributes of an enterprise service. If the received service or perceived service is what they have expected, then the perceived service delivery is good and satisfactory. Moreover, if the received service is exceeding the consumers' expectation, then the perceived service is excellent. While conversely, if the received service is lower than expected, then the perceived service is classified as a poor quality of service. Kotler (2002) explained that the definition of service is any action or activity that can be offered by one party to another, which is essentially intangible and does not result in any ownership; its production may be linked or not linked to a physical product. A service is the producer behavior carried out to meet consumer needs and desires in order to achieve customer satisfaction. Kotler also said that behavior could be occurred during, before or after the transaction. And these actions or activities are as explained below:

2.4.1 Meeting expectations
The single most important driver of satisfaction with customers/people services is that services meet expectations. People are more likely to say that a service meets their expectations when employees listen to them, understand their circumstances and treat them as an individual, know about the services their organization offers and can help; communicate in a clear and simple way; treat them with respect; are customer focused - friendly, polite and approachable and follow through or do what they say they will do.

2.4.2 Competent employees
There is considerable overlap between meeting customer expectations and what it means to have competent employees. Competent employees knows about the services their organization offers and can help the customer, or direct them to someone who can help; listen to and understand their customer's circumstances; are customer focused - friendly, polite and approachable and they can communicate in a clear and simple manner.

2.4.3 Keeping promises
A 'promise' is any undertaking or commitment made by a staff member or organization. Keeping promises involves, employees who does what they say they will do; service standards (particularly for response times) so that employees knows what is expected of them and the public are aware of the standards they can expect to receive.

2.4.4 Treating people fairly
It is generally assume that employees treat people fairly which showed that what matters most is the service experience rather than the outcome. Being treated fairly is the single most important driver for customers. Treating people fairly involves employees who treat all customers with respect, are non-judgmental and have a reasonable degree of flexibility; treating people in the same circumstances the same; explaining the reasons for decisions in a reasonable manner.

2.4.5 Individual circumstances
When employees took the time to listen and ask questions in order to fully understand an individual's situation, people felt their circumstances were being taken into account. People feel that their circumstances are taken into account when, employees are able to exercise some flexibility, particularly in relation to scheduling appointments; senior and more experienced employees with the authority to exercise discretion are available when individual circumstances need to be taken into consideration; employees are professional at all times, for example showing customers respect by being on time and keeping appointments.

2.1 Factors Affecting Employee Motivation in the Workplace
Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees are needed for the survival of the organizations and it helps to increase productivity. Employee performance is directly related to motivational factors. To be effective, managers need to understand what motivates employees within the context of the roles they perform of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). Organizations can motivate the workforce most through introducing appropriate reward and recognition programs and other benefits. Bishop (1987) suggested that, pay is directly related with productivity and reward system depends upon the size of an organization. Effective reward and recognition system can be a good motivator but inappropriate reward and recognition program increase de-motivation of

the employees. Research undertaken by Kovach (1987) suggested that, as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator.

According to some previous researches, it is seen that factors that affect the employees of different organizations in a negative way are- insufficient wage and job security, limited training programs, lack of new opportunities etc. Moreover, with the pace of time several other factors have been revealed those are negatively affect employee motivation and performance. That is why there are different researches made by researchers to determine the factors that motivate the employees in a positive way and as a result of these researches too many factors have been found (Mak & Sockel, 2001; Velo& Mitta, 2006).

A study of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors:
(a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security. Research conducted by Lindner (1998) by using a descriptive survey of twenty five (25) employees in research center, rank-ordered the motivational factors affecting employee performance as: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems. When comes to 2000s years, factors that motivate employees are seen to be changed as there are technological developments, rapid increase of competitive factors among businesses and changes in employee needs as well as noticeable increase of female counterparts into the workforce are seen to be effective. For example, in the research of Ölçer (2005) to determine what are the ranked factors that affect working staff motivations are job security, good relations with superiors, wage and appreciation based on fair performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works in accordance with employees skills and work rotation. Ölçer stressed that there is a meaningful relation in a positive way between motivation level and performance level.A study on fast food industry conducted by Hossain and Hossain (2011) found several different factors according to the order of importance- Good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work. These factors could have great impact on employee motivation.

The factor that affects the workplace environment or increase the motivational levels of employees are further discussed below;

Relationship between co-workers
Workplace is all about people working together to achieve a uniform goal, so it's important that all the co-workers respect each other and never show disrespect towards each other. If employees have good understanding of the work other perform and how their duties are adding value to the organization then it is easier to create a workplace where respect and responsibility prevails. Good relationship between employees also decreases the stress level and employees feel more relaxed at workplace.

Leadership role at workplace.
Leader plays a key role in maintaining a conducive work environment. The leader should understand how to deal different employees. It is imperative on the leaders that he should respect the employees and this would make others take a leaf out of his book and this would help in prevailing a culture of mutual respect and honor.

Managing Conflict at Workplace
Whenever people from different background or group of people work together then there are chances that a conflict will arise. So it's important to manage the conflict in a way that it will not affect the environment of the workplace. Management shall make such policies and guidelines that help in resolving conflicts at its earliest and in the most soothing way.

Workplace incentives
Incentive where are on achieving financial results for the company are important, on the other hand they could very well be on how well on maintains him/herself at workplace and add to the serenity of the organization. Someone who promotes the notion of one organization adds calmness and shows respect, performance characteristics that are not material.

Workplace Culture
The Organizational Culture dictates the norms and behaviors that people depict while at work. Work culture engulfs everything at work from way people enter the office to the way they leave, the way they dress to the way they eat, it's how one does things at work, they could be official or non-official, but it impact deeply on the organization, and motivation people show. A culture of knowledge sharing, helping each other, communication, respect, one that has the

flexibility to absorb mistakes will have more motivated staff than one where mistakes are not tolerated, one where layers of structure exist that hinder communication and knowledge sharing.

Workplace Education or Learning

Learning at business is beneficial to both the person and the organization, on one hand where its adding to the strength of individual, similarly the business is benefiting from the skills, attitudes and behavior the working is acquiring. It just that to motivate the employee businesses should provide enough opportunities where staff can learn more and more about skills that adds value to the firm and facilitate the transfer of learning through provision of adequate resources and through channelizing the implementation of the skills learnt.

Organization can very well create a culture where employees share their skills, ideas and views, because if organization create a climate where people share their ideas and want to transfer their skills to other employees, this would create motivated staff as they could see it as an opportunity to grow and a great way to learn from experience.

Appreciation & Recognition

William James said, "The deepest desire in human nature is to be appreciated." It does not matter how much you pay someone, everyone want to know that their efforts are being seen and appreciated, especially by their manager. Don't just send them a thank you e-mail - that just means you care enough to hit the "Enter" key. If you really want to thank someone buy them a real "Thank You" card and describe how their behavior and performance has added value to the team and organization. Make it a point to catch people doing things right and they will inevitably do things right more often.

Feeling Involved In the Work Process

Research shows that when people get to participate in creating a system or process, they are much more likely to follow it than one simply imposed upon them by an outside expert. Recognize that the people doing the job have the knowledge of how things can be done better, faster, and cheaper. If you want them to tell you, then make it easy for them to offer suggestions and reward employees who contribute ideas that add value to the bottom line.

Achievement

Napoleon once remarked, "It is amazing how willing men are to risk their lives for a little bit of tin and ribbon to wear upon their chest." Awards and prizes can serve as a great motivator to harness the power of healthy competition. It is always better to use rewards that are meaningful and inspiring. When an employee exceeds your expectations, then make sure you recognize their achievement. On the day someone retires, they will pack up these awards and prizes to serve as fond reminders of a wonderful career.

Job Security

If everybody had what it takes to be an entrepreneur, then there would be no General Electric or Toyota and we would all be buying products from artisans and craftworkers. Thankfully, many people prefer to be part of a large organization and can be more productive when they get to focus on doing their job instead of worrying about developing a business plan or marketing strategy. Telling people that they are lucky to have a job creates an atmosphere of fear and worry that decreases job performance. Instead, tell your employees that the company is lucky to have such a skilled and committed workforce and people will take pride in their work and their company.

Increased Responsibility

We all know that some employees lack ambition and have no desire to advance on the job, but the vast majority of workers want a chance to take on more responsibility and add more value to the organization. Always be aware of opportunities for training that will equip your employees with the skills and tools they will need to advance in their career. Always try to fill open positions with internal applicants before looking for an outside candidate. This will create a culture of career development and preserve institutional memory and organizational knowledge so that it can be transferred to rising employees as they advance in their own career.

Good Working Conditions

If you want to get the most out of people you need to create an environment that facilitates success. At the minimum, you must offer a safe, clean, and sanitary work site. To get the most out of employees, help them take pride in their workspace, even if it is only a cubicle or workstation. Allow people to personalize their own work sites with photos or small trinkets so they will feel like they have a place that belongs solely to them.

Being Part of a Team

Being part of a dysfunctional team is an emotionally draining experience that results in low morale, low productivity, and high turnover. The great coach, Vince Lombardi, once remarked, "Individual commitment to a group effort -- that is

what makes a team work, a company work, a society work, a civilization work." We are all social beings and we all want to be part of a healthy team where we can give and receive support, help, and encouragement. Organizations can harness this natural human desire by aligning employee efforts to achieve goals that are mutually beneficial to both the organization and its employees.

Help with Personal Problems

How many times have you heard about a bad boss who told their employees to leave their problems at the door so they could focus on their job? Unfortunately, they probably left their motivation and productivity at the door as well. Smart managers know that it is not their job to be a counselor or therapist, but it is there job to recognize when one of their employees is having personal problems that are affecting their job performance. They need to have open lines of honest communication so that employees can feel encouraged to ask for help and then be directed to their Human Resources Department or their Employee Assistance Programs.

2.2   Theories of Motivation

Understanding what motivated employees and how they were motivated was the focus of many researchers. Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygienes (Herzberg, Mausner, &Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965). Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

From the very beginning, when the human organisations were established, various thinkers have tried to find out the answer to what motivates people to work. Different approaches applied by them have resulted in a number of theories concerning motivation.
These are discussed in brief below;
1. Maslow's Need Hierarchy Theory:
It is probably safe to say that the most well-known theory of motivation is Maslow's need hierarchy theory Maslow's theory is based on the human needs. Drawing chiefly on his clinical experience, he classified all human needs into a hierarchical manner from the lower to the higher order. In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need has to be activated in order to motivate the man. Maslow identified five levels in his need hierarchy as shown in figure 1 below.

REFERENCE

[1] (Adams, 1965).
[2] Skinner, 1953).
[3] Herzberg, Mausner, &Snyderman, 1959).
[4] Maslow, 1943):
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[6] (Mak & Sockel, 2001; Velo& Mitta, 2006).
[7] Kotler (2002)