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The Effects of Regular Training on Service Quality at Facilities Management Services Providers

Case Study: GROSVENOR Services Ltd. Company and REDCO Services Ltd. Company

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Abstract

The aim of this study was to investigate the effect of regular training on service quality at Facilities Management Services Providers. This study adopted the descriptive method using a Combination of a convenience sampling technique and stratified random sampling technique to examine the effect of the regular training programs on the accuracy, responsiveness and flexibility of the provided service. Data was gathered via 200 questionnaires distributed to participants. Results showed that the quality of provided services is at a very good level for all the three service dimensions, which are accuracy, speed and responsiveness, and improvement and flexibility of provided services. The researchers recommend services provider companies managers to deliver regular training programs to improve the quality of the provided services. A further study with more focus on the different variables that may have effect on service quality is therefore suggested

Keywords : Improvement; Service Quality; Responsiveness; Flexibility.

هدفت هذه الدراسة الي التعرف علي أثر التدريب في جودة الخدمة المقدمة من الشركات المزودة للخدمات الإدارية. اعتمدت هذه الدراسة المنهج الوصفي حيث تم استخدام مزيج من أسلوب العينة العشوائية غير الاحتمالية والعينة العشوائية الطبقية لدراسة تأثير برامج التدريب على دقة الخدمة المقدمة واستجابتها ومرونتها. تم جمع البيانات عبر 200 استبيان تم توزيعها على المشاركين. أوضحت النتائج أن جودة الخدمات المقدمة كانت بمستوى جيد جدا" من متوسط جميع أبعاد الخدمة الثلاثة، وهي الدقة والسرعة والاستجابة والتحسين والمرونة في الخدمات المقدمة. يوصي الباحثون مديري الشركات المزودة للخدمات بتقديم برامج تدريبية منتظمة لتحسين جودة الخدمات المقدمة. كما توصي الدراسة بإجراء مزيد من البحوث لتقييم المتغيرات المختلفة التي قد يكون لها تأثير على جودة الخدمة.

الكلمات المفتاحية: التحسين; جودة الخدمة; الاستجابة; المرونة

Introduction

Facilities Management Services is the integration of processes within an organization to maintain and develop the agreed services that support and improve the effectiveness of its primary activities. The function of Facilities Management is to continue to provide a safe, calm and a robust working environment, for both employees and customers. For a firm performance, improvement and effectiveness, the most critical factor is its staff's competence. If a firm wants to keep on competitive in the marketplace, then it has to sustain continuous improvement and workplace education. Fast leaping technological advancement and organizational change, help managers to recognize that success demands the development of employees' skills and aptitudes and it needs endless investment in training and development.

Problem Statements and Study Questions

All firms require skilled, knowledgeable workforces to execute their tasks efficiently. For each worker no matter the educational level he or she need a carefully planned training programs, however, nowadays, in some of Sudanese Facilities Management services providers companies noted that there is no such organized methodology of training, which may influence the service quality.

Taking into consideration the competitive environment of the services providers market, there is a necessity to deploy effective training programs to provide staff with the needed competence to work effectively and efficiently.

Based on the problem statement, the study tried to find answers for the following research questions:

1. What is the level of the following service quality dimensions?
 - a. Accuracy of the delivered services.
 - b. Speed and responsiveness of the delivered services.
 - c. Improvement and flexibility of the delivered services.
2. What is the relationship between regular training and service quality?
3. What are the areas for improvement that need to be considered to enhance the current regular training programs

Objectives of the Study

There are three primary objectives of this study:

1. To define the quality level of the delivered services for each of the following service quality dimensions:
 - a. Accuracy of the delivered services.
 - b. Speed and Responsiveness of the delivered services.
 - c. Improvement and Flexibility of the delivered services.
2. To identify the impact of regular training on service quality.
3. To propose area(s) in current regular training programs that need to be improved.

Hypotheses of the Study

This study set to examine the four following null hypotheses.

H01: There is no statistical significant impact of regular training on accuracy of provided services.

H02: There is no statistical significant impact of regular training on speed and responsiveness of provided services.

H03: There is no statistical significant impact of regular training on flexibility and improvement of provided services.

H04: There is no statistical significant impact of regular training on the quality of provided services.

Significance of the Study

The impact of regular training on workforces and organizational performance is, a major area of interest within the field of human resources and business administration and is a widely researched and documented topic in various business sectors; however, no known research has focused on exploring the relationships between regular training and service quality of the facilities management organizations. Therefore, this study makes a major contribution to research on regular training by exploring the relationship between regular training and the level of quality of the service providers' organizations. In addition, understanding the link between regular training and service quality will help Management of Grosvenor and REDCO Companies in the Sudan with the level of quality of their service and the relationship between regular training and the quality of the service they provides. Finally,

the findings may make an important contribution to the field of regular tanning and highlight areas for future researches.

Literature review and Previous Studies

Training

Bach and Sisson (2000) argue that Training is very important for employee's performance in acquiring competencies and help organization to retain its employees through satisfaction and motivation. Globally day by day the world is modernizing and moving rapidly which is creating many challenges for the organizations. Training can overcome and make an employee's capabilities more efficient which also contributes in the efficiency of the company. Trainings at the exertion are usually duty or work adjusted. Law and Kelton (1991) conclude that Establishments that arrange training must be recognized to achieve sophisticated job performance. Training links the gap of the exertion presentation versus the exertion objectives achievement (Cook and Wall 1980, p. 39-52). Here is indication that the present era recognizes a growth in the workstation training's wants for the establishments of profitable reserves (Van Buren & Erskine 2002). However, the earlier research has specified concern in identifying purpose among the performance of training and executives (Batra, G. and Tan, H. 2002; Blundell et al., 1999). A recognized training platform is a determination through the manager to offer chances on behalf of the worker to attain job-related abilities, assertiveness and awareness (McGhee, 1996, p. 55).

Types of Training:

Training is an organized activity conducted to improve the performance of an employee and to bring about a considerable change in the skills, knowledge, attitude and behavior for performing a particular kind of a job. There are two main types of training:

Induction or orientation training: Introducing a new employee to the organization's environment comprising of a day to day functioning, products, services, rules and regulations are termed as induction or orientation training. Research shows that providing new staff and employees with a thorough introduction to the company, leads to significantly improved long-term staff retention. Consequently, in order to be effective, an induction Program should include an introduction to the organization, its values, culture, people and acceptable working practices. In addition, it is important to tailor the induction training to meet their specific needs and timeframes of employment. Above all, the principal objective of induction training is to equip the new employees with necessary information and skills to cope with the challenges and anxiety that comes in settling into a job or performance (Mestre, Stainer and Stainer (1997).

Regular training: Regular training is the organized process that communicates information to recipients in order to improve performance and help them get the their required level of competence. Its integral to productivity and profitability, it is something organizations should never ignore. Among other things, regular training will improve confidence and, therefore, performance when people know they have been equipped to do their jobs properly, it boosts their spirits and reassures them they can achieve levels of competency and productivity they have not realized in the past. Further, when employees understand why their work matters and how to do it, they are more likely to hit the mark or go beyond. More over regular training saves the company money; well-trained employees make fewer errors and require less direct supervision. Furthermore, they spend less time thinking about problem solving, because they already know what to do. Consistent training also decreases employee turnover a big drain on corporate costs. There are several types of regular training:

Technical training addresses software or other programs that employees use while working for the organization.

Quality training is a type of training that familiarizes all employees with the means to produce a good-quality product. The ISO sets the standard on quality for most production and environmental situations. ISO training can be done in-house or externally.

Skills training focuses on the skills that the employee actually needs to know to perform their job. A mentor can help with this kind of training.

Soft skills are those that do not relate directly to our job but are important. Soft skills training may train someone on how to better communicate and negotiate or provide good customer service.

Professional training is a type of training given externally to obtain certification or specific information needed about a profession to perform a job. For example, tax accountants need to be up to date on tax laws; this type of training is often external.

Team training is a process that empowers teams to improve decision making, problem solving and team-development skills. Team training can help to improve communication and result in businesses that are more productive.

Managerial training is a type of training given to get someone ready to take on a management role. Safety training is important to make sure an organization is meeting OSHA standards. Safety training can also include disaster planning.

Service Quality

Parasuraman et al. (1985,1988) argue that a customer's assessment of overall service quality depends on the difference between expectations and perceptions of the delivered performance level. Parasuraman, Zeithaml & Berry (1985) first identified the concept of service quality. Many researchers (Abdullah, 2005; Cronin & Taylor 1992; Parasuraman, Zeithaml & Berry, 1988, pp 12-40; Ramsaran & Fowdar, 2007, pp 19-27) have developed a service viewpoint. Parasuraman, Zeithaml & Berry (1991) indicate that service quality is an extrinsically perceived attribution based on the customer's experience about the service that the customer perceived through the service encounter. Kumra (2008) concludes that service quality is not only involved in the final product and service, but also involved in the production and delivery process. Thus, employee involvement in process redesign and commitment is important to produce final tourism products or services. Another research study on service quality is presented by Grönroos (2007) who focuses on a model that is a comparison between customer expectations' of the service and their experience of the service they have received before. This model is named "total perceived service quality". As he emphasizes on what customer is really looking for and what they evaluate, the service quality is based on two dimensions, the first dimension is the technical quality and this dimension refers to the outcome, what is delivered or what the customer gets from the service, the next dimension is the functional quality, which refers to the manner in which the service is delivered or how it is delivered. Both dimensions affect the corporate image and the perception of quality in various ways. According to total perceived service quality model, perceived quality of a service is not only affected by the experiences of the quality dimensions that the consumer used for evaluating whether quality is perceived as good, neutral, or bad. It is also affected by the perceived quality of given service as well as the outcome of the evaluation process.

Service Quality Dimensions: Service quality involve a large number of dimensions (Parasuraman et al., 1985).

Accuracy of Service

Accuracy means the degree of correctness. Accuracy also is the condition or quality of being true, correct, or exact. It is a description of systematic errors, a measure of statistical bias; as these cause a difference between a result and a "true" value, ISO calls this trueness. Alternatively, ISO defines accuracy as describing a combination of both types of

observational error above (random and systematic), so high accuracy requires both high precision and high trueness (Parasuraman et al., 1985).

Speed and Responsiveness of Service:

Responsiveness is the willingness or readiness of employees to provide service, timeliness of service such as mailing a transaction slip immediately, calling the customer back quickly, giving prompt service (Parasuraman et al., 1985).

Flexibility and Improvement:

Flexibility is the ability to adapt easily to different scenarios to make whatever internal changes are necessary to respond effectively to the changing outward environment, as quickly as possible. Improvement is to be able to redesign the existing operations to accomplish significant improvement in service provision and helps to generate promising results in operational efficiency and customer focus. When Business Process Improvement implemented by means of a structured methodology, helps companies to reduce their operational costs and cycle time, enhance customer service and improve the quality of their products or services.

Review of Previous Studies

Elnaga and Imran (2013) examined the effect of training on employee performance in Saudi Arabia. This study focuses on the role of training in enhancing the performance of the employees. The research is exploratory study, a number of studies, reports, periodicals and books used. The Objectives of the study was to investigate the effect of training on employee performance Provide suggestion as to how a firm can improve its employee performance through effective training programs. The main Findings of the study indicated that training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity, training should be designed based on firm specific needs and objectives and effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance.

Najeib(2013) investigated the impact of training and information and communication technology on employees' performance. The research was descriptive study and it is quantitative in nature focused on Pharmaceutical Manufacturing Companies in Jordan. The study population was consisted of (15) Pharmaceutical Manufacturing Companies working in Amman. The study used stratified random sample. To collect the primary data a questionnaire survey was distributed to (120) managers. The main Findings of the study showed that training is the most significant and it positively and directly regresses on employees performance, followed by information and communication technology where (Beta= 0.254, Sig= 0.012) and it positively and directly regresses on employees performance.

Hogarh(2012)evaluated the effect of training on staff performance. His study sought to determine the impact of training on staff performance using SIC Insurance Company Limited as a case study. A sample size of one hundred and twenty (120) was used made up of employees from the upper level management, middle level management lower and other junior staff. Simple random sampling was used to select staff for the study. The research is descriptive study and it is quantitative in nature. A questionnaire was used to collect primary data from employees of SIC Insurance Company Limited. A personal interview was held with the human resource manager as well as the training manager of SIC Insurance Company Limited. The main findings of the study showed that SIC Insurance Company Limited has both on-the-job and off-the-job training programs and employees are well informed about training and development programs in the organization and Training practices and methods at SIC Insurance Company Limited are not handled systematically and comprehensively. More over for the organization to be able to meet the challenges of change as well as productivity there is the need to introduce other forms of training and development that can equally equip

staff to perform better. The study recommended other things, that the methods involved in training be fully followed to equip staff to perform better on the job. The firm is also advised to ensure that training program is evaluated to ensure its compatibility with changes within the insurance industry.

Khan et al (2011) examined the impact of training and development on organizational performance. The study focused on analyzing the effect of training and development, on the job training, training design and delivery style on organizational performance. The backbone of this study was the secondary data comprised of comprehensive literature review. Four hypotheses are developed to see the impact of all the independent variables on the overall Organizational Performance. Results showed that training and development, on the job training, training design and delivery style have significant effect on Organizational Performance and all these have positively affect the organizational performance. That means it increases the overall organizational performance.

Newman, Thanacoody and Hui (2011) Investigated the impact of employee perceptions of training on organizational commitment and turnover intentions and the latter's relationship with turnover intentions in the Chinese Service Sector. Structured equation modelling is conducted on survey data from 437 Chinese employees of five multinational enterprises operating in the Chinese service sector. The results of the survey are consistent with social exchange theory. They highlight the importance of training as a tool to enhance the affective organizational commitment of employees, and reduce turnover. The findings differ from previous studies in non-Chinese settings. No evidence was found of any impact of motivation to learn and perceived benefits of training on organizational commitment. This may be explained by three factors; the involuntary nature of employee training, the limited career development opportunities on offer to local employees of multinational enterprises and the difficulty employees face in applying learnt skills given cultural differences. The implications for research and practice are discussed.

Distinctive Features of the Current Study

Most of studies in the field of training have only focused on the effect of training on employee and organizational performance. Although extensive research has been carried out on training, none of the studies reviewed (Elnaga and Imran 2013; Najeeb 2013; Hogarh 2012; Khan et al 2011; Newman, Thanacoody and Hui 2011) seem to have investigated the effect of regular training on service quality and have not evaluated the improvement and flexibility dimensions.

Theoretical framework

In order to examine the effect of regular training on service quality. The current study, based on a thorough review of literature proposed Theoretical framework that shows the relationship between regular training and the accuracy, speed and responsiveness and improvement and flexibility of the delivered services as shown in figure(1).

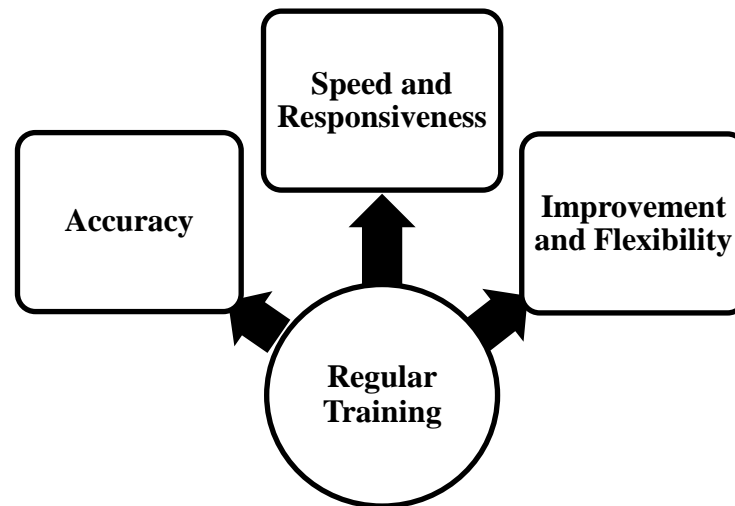


Figure 1: A Theoretical Framework for the Effect of Training

Research Methodology and Procedures

The Research Design

The descriptive method was used to examine the effect of regular training on service quality. The research Methodology outlines the approach used to collect data from respondents such as target population, main variables from questionnaire administered as well as the limitations of the data collection used as basis for inference and interpretation for explanation. The major advantage of employing a questionnaire is that it enables the study to reach and collect primary data of the current study population.

Population of the Research

Participants were recruited from ten locations, nine of them operated by Grosvenor Company these are three banks, two hospitals, one students dorm, one NGO company and two manufactures, while only one location is operated by REDCO Company which is Asawer Oil and Gas Company. This represents different departments in the organizations such as cleaning, maintenance, reception and catering departments. Grosvenor Company currently operates (11) locations with (300) direct service providers' staff, whereas REDCO Company currently has (7) locations with (190) direct service providers' staff, so the population was 490 employees.

Sample of the Research

The study used a mixture of a convenience and stratified random sampling technique to examine the effect of regular training program on the accuracy, responsiveness and flexibility of the provided service by categorizing the participants to maintenance, cleaning and other service. Auka, Bosire, and Matern (2013, p.45) posit that stratified random sampling ensures that all the groups (categories) are adequately sampled and this facilitates comparison among the groups. For this study, a sample of 200 employees were selected to represent the sample. The study used the convenience sampling method to examine the regular training and its role on service quality. Nevertheless, there are certain disadvantages accompanied with the use of this sampling technique, this method can get the views of a specific group of people and not the whole population. Hence, if some groups are over-represented or under-represented, this can affect the quality of data being gathered. Therefore using this method will lead to the difficulty of acquiring generalized conclusions that have been drawn from the research since the selection process is already biased; there are inaccuracies that are bound to set in. This type of discrepancy is known as sampling error. Therefore, the study employed the stratified random sampling method because it reduces the sampling error and ensures a greater level of representation and accuracy in results.

The Research Instrument

Two-hundred (200) questionnaires were distributed to assess the effect of regular training on service quality. One-hundred sixty (160) administered to Grosvenor Company Staff and forty (40) questionnaires administered to REDCO Company Staff. The questionnaire consisted of five sections; the first section is an introduction about the questionnaire purpose; the second section involve general information about the participants; the third section is on personal background of the employee; the fourth section presents information on job training. Finally, the fifth section is about the service quality dimensions, which include accuracy, speed and responsiveness and improvement and flexibility of service. The questionnaire used five point Likert scale measurement ranging between one=Strongly Disagree, two =Disagree, three=Neither, four= Agree and five=Strongly Agree.

Questionnaire Design

The first objective of the study was to determine the level of service quality in the provided services. In this study, service quality was measured using 15 quantitative questions in which respondents were required to indicate the extent to which they agree or disagree with each statement by indicating the number that best describe their perceptions. The fifteen item is divided into three groups representing the predefined dimensions of service quality as follows

1. Accuracy of provided services.
2. Speed and responsiveness of provided services.
3. Improvement and Flexibility of provided services.

All the 15 items on service quality were scaled on five points Likert scale.

The Reliability and Validity of the Questionnaire

Reliability

Wuensch (2012) argues that the reliable measuring instrument is the one that gives you the same measurements when you repeatedly measure the same unchanged objects or events..To measure the instrument reliability the responses of the participant were scored using Cronbach's Alpha. For attitude measures, correlations more than or equal to 0.70 are significant (Robert, 2004) Table 1 shows the reliability coefficients for all dimensions were above the cutoff point of 70% used in the current study. The reliability coefficients for all the items ranged from 0.872 to 0.899. Therefore, the questionnaire is of reasonable satisfactory reliability.

Table 1: Questionnaire Reliability

Item	Dimensions	Item N.	No. of Items	Reliability Coefficients
1	Accuracy	1-5	5	0.897
2	Speed and responsiveness	6-10	5	0.899
3	Improvement and Flexibility	11-15	5	0.872

Validity

After reliability was established, the items of the study's questionnaire were tested for Validity. The construct validity of the instrument is the extent to which it really measures (or manipulates) what it claims to measure (or manipulate). When the dimension being measured is an abstract construct that is inferred from directly observable events, then we may speak of "construct validity." To measure content validity we described the population of the study and then asked experts arbitrators to judge how well representative our sample is of that population then the notes of those reviewers were taken into consideration to improve some of the questionnaire items in a manner that fits the study variables measurements.

Data Analysis and Statistical Techniques

Data were gathered from 156 participants that who completed and returned the questionnaire. All analyses were carried out using SPSS, version 11.5. Prior to analyzing the data, the questionnaire were checked for bias. Missing or extreme data was excluded from the analysis process. Then the data were computed, and were recorded with new names, especially nominal scale data as used according to the study variables. Additionally, statistical analysis techniques were conducted by analyzing descriptive statistics and chi square analysis in order to test the hypotheses developed in the current study concerning the relationship amongst study variables.

Findings and discussion

Study Results

The Demographic variables and profile of the respondents

Descriptive analysis, which involved simple descriptive statistics, frequencies measures of central tendency and measures of dispersion, as presented in table (2), is used to analyses the following demographic variables:

(1) Gender, (2) Age, (3) Educational level, (4) Service type, (5) Years of Experience in the current company, (6) Previous experience in similar field and (7) Number of years of experience in similar field.

Table 2: Demographic variables and profile of the respondents

Demographic Variable	Category	Frequency	Valid Percent
Gender	Male	66	42.3 %
	Female	90	57.7 %
Age	Less than 30 years	79	50.6 %
	Between 30-40 years	61	39.1 %
	40 years or more	16	10.3 %
Educational level	Primary level	35	22.4 %
	Secondary level	70	44.9 %
	University level	51	32.7 %
	Maintenance	11	7.1 %

Service type	Cleaning	116	74.4 %
	Other service	29	18.6 %
Years of experience in the current company	Less than 1 year	57	36.5 %
	1 to 5 years	67	42.9 %
	5 years and above	32	20.5 %
Previous experience in similar field	Yes	86	55.1 %
	No	70	44.9 %
Number of years of experience in similar field	Less than 3 year	35	40.7 %
	5 - 3 years	25	29.1 %
	5 years and above	26	30.2 %

Table (2) presents the percentage of different groups of the demographic variables and Profile of the respondents. Regarding Gender, The percentage of female participants is (57.7%), and it is slightly greater than that of male participants, featuring 42. Majority of the 42.3% respondents (50.6 %) was in the age group “Less than 30 Years”, while the minority (10.3%) in the age group “40 years or more”. that means young employees are the majority. For the Educational level, the highest percentage of respondents (44.9%) was for “Secondary level”, while the lowest was (22.4%) for “primary level”. In terms of Service provision type Vast majority of the respondents (74.4%) was for “cleaning services”, while maintenance services (7.1%) was the minor one. Concerning the respondents’ Years of experience in the current company, the highest percentage of respondents (42.9%) was for “1 to 5 years”, while the lowest was (20.5%) for “5 years and above”. Most respondents do not have previous experience in similar field (55.1%) while others (44.9%) have it and finally Majority of respondents are less experienced in similar field (40.7%) was “less than 3 years” and (29.1 %) was 5 - 3 years, while others (30.2 %) are more experienced in similar field.

Descriptive Analysis of Study Variables

The responses was analyzed using Medians as summarized in Table below: table (3)

Table 3: The Overall median and chi-square value for the dimensions services quality.

Dimension	Median	Pearson Chi-Square	df.	Sig.	Level of quality
Accuracy	4	226.3	4	.000	Very Good
Speed and responsiveness	4	254.6	4	.000	Very Good
Improvement and Flexibility	4	150.7	4	.000	Very Good

From Table (3) we can see that the overall median was (4) with Sig. of (.000) for the three service quality dimensions with chi-square value of (226.3, 254.6 and 150.7) for the accuracy, Speed and responsiveness and flexibility, and improvement respectively, with a very good level for all dimensions. The most obvious finding to emerge from this these

results is that the level of quality of the provided services in facility management services providers' companies was very good concerning the accuracy, responsiveness, and flexibility.

Hypotheses Testing

Chi square test was used to test the hypothesis of the study. Further, the study Hypotheses were tested to reject the null hypotheses if the value of the level of significance is less than or equal to 0.05 ($\alpha \leq 0.05$). these hypotheses are:

H01: There is no statistical significant impact of regular training on accuracy of provided services.

H02: There is no statistical significant impact of regular training on speed and responsiveness of provided services.

H03: There is no statistical significant impact of regular training on flexibility and improvement of provided services.

H04: There is no statistical significant impact of regular training on the quality of provided services.

Table 4: Hypotheses Testing Results

H0 no	Variables	Pearson Chi-Square	df	Asymp. Sig. (2-sided)	Decision on Hypothesis
H01	Regular training vs accuracy of service	18.03	4	.001	Rejected
H02	Regular training vs speed and responsiveness of service	4.44	4	.350	Accepted
H03	Regular training vs flexibility and improvement of service	17.14	4	.002	Rejected
H04	Regular training vs The quality of provided services.	18.03	4	.001	Rejected

It can be seen from Table 4 that the results of chi-square test indicate that the value of the significance level for the accuracy and flexibility and improvement is (Sig. =.001, .002, $\alpha \leq 0.05$) respectively which is less than the value of the confidence level ($\alpha \leq 0.05$). Thus, a positive relation was found between the received regular training and the accuracy and flexibility and improvement of provided services. One unexpected finding was that The results of chi-square test as shown in Table (4) indicated that the value of the significance level for the responsiveness is (Sig. =.350,) which is more than the value of the confidence level ($\alpha \geq 0.05$). Hence, no significant relation was found between the received regular training and the speed and responsiveness of provided services. That means no significant relation were found between the received regular training and the speed and responsiveness of the provided services in this study. The reason for this is not clear but it may have something to do with the possible sources of error associated with the use of convenience sampling method.

The results of chi-square test in table 4 also shown that the value of significance level is (Sig. =.001, $\alpha \leq 0.05$) for quality of provided services which is less than the value of the confidence level ($\alpha \leq 0.05$). Thus, there was a significant positive relation between the received regular training and the quality of provided services, which means there is significant effect of regular training on the quality of the provided services. Therefore, the results rejected the

proposed hypotheses H01, H03, and H04 and supported hypothesis H02 as developed in this study.

Conclusion, Implications and Limitations

This study has examined the effect of regular training on service quality at facilities management organizations. One of the more significant findings to emerge from this study is that the level of quality of provided services in the facilities management organizations in the Sudan is very good. The second major finding was that there is a significant positive relation between regular training and the accuracy, and flexibility and improvement of the provided service. The findings in this study provide a new understanding of the effect of regular training on service quality of the Services Providers Organizations.

The evidence from this study suggests that delivering regular training programs is necessary to improve quality of the provided services due its fundamental impact on the employee learning processes and adaptation with the work environment that necessary for the operation of its processes to achieve conformity of products and services.

The current study has only considered three service quality dimensions, accuracy; speed and responsiveness; flexibility and improvement of services. Using convenience sampling method is a possible limitation of the study because of it is possible bias in data gathering coupled with high level of sampling error, which restrict the generalizability of its results. Therefore, this limitation means that study findings need to be interpreted cautiously. This study has thrown up many questions in need of further investigation. It would be interesting to assess the effects of regular training in different sectors such as production organizations and public sector organizations or incorporating different service quality dimensions that may have effect on service quality. Further studies need to be carried out in order to examine the mediating role of regular training between employees' engagement and service quality

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