



Performance increasing of the Dusseldorf Turkish General Consulate

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Abstract

This study aims to reduce the citizens' waiting time by increasing employees' performance in the Turkish General Consulate (TGC). The current waiting time to complete processes for citizens is not satisfactory. Therefore, both the TGC administration and citizens complain about this issue. In this study, the client is the TGC administration. The first step is performance analysis. It includes organizational analysis, environmental analysis, and gap analysis. The first step also includes examining the TGC's mission, vision, human resources policies, workflow and other aspects. The second step is investigating the gap between current waiting time and ideal waiting time. The third step is finding out the reasons that cause the gap between current and desired performance by implementing cause analysis. The interview questions are based on Gilbert's Behavior Engineering Model (BEM). Telephone interviews are conducted with 16 employees to collect data. According to findings, the employees perceive the long waiting time as the most critical problem. The factors that cause the long waiting time can be stated as follows: inappropriate physical and psychological work environment, the lack of materials, tools, and time, inadequate financial and non-financial incentives. In this study, human performance technology model's performance analysis and cause analysis stages are practiced.

Keywords: performance increasing; employee engagement; job satisfaction

1. Literature Review

Elliott (1996) points out that Human Performance Technology (HPT) helps organizations to increase employees' performance by conducting analyses and tests. HPT also assists companies in selecting employees, training and motivating them, as well as reorganizing the work environment. According to Elliot, understanding organizations' business and goals is the most important part of HPT. In addition, employees should know their effects to achieve organizational goals. He emphasized the importance of star performers in an organization to optimize employees' work performance. According to him, standardization of quantity, quality, or cost on outputs leads to high performance.

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HPT is a kind of science. It is a science because it has certain subject matter, regular terminology; it simplifies focus and is based on measurement. The techniques that are performance analysis, cause analysis, measurements, and intervention selection are used in HPT and depend on scientific principles (Robinson & Robinson, 2006). HPT is a system approach that has been applied to improve skills and increase work performance by business companies, governmental organizations, military training organizations, non-profit institutes, and many others over the past several years (Schaffer & Douglas, 2004). They stressed the importance of software tools in utilizing and sharing knowledge in human performance technology. Performance support system has been influenced by knowledge management, content management, and learning management systems. They provided a performance support system process model to solve problems about human performance technology.

Williams (2008) emphasizes that the root cause analysis should be used in the healthcare industry. After determining a root cause, executing an effective strategy to solve the problem can be effortless. Evaluating difficulties and pitfalls and implementing an effective intervention can help HPT practitioners to make investigations in a safe environment. The more analytical skills and process knowledge that the practitioners have, the more of a possibility exists of conducting an effective analysis. An HPT practitioner who properly conducts analysis can isolate the conditions, establish the situation, and evaluate facilities.

Martin, Hall, Blakey, Gayford, & Gunter (2009) investigated Kayak Company's registration process using HPT model. They focused on the decreasing revenues, and looked into customers' misinformation, dissatisfaction and the lack of the guides for tours and classes at the company. In this project, the following phases of the HPT model were used: environmental analysis, organizational analysis, gap analysis, and cause analysis. The results show that the Kayak Company mostly has suffered from a lack of an effective communication network that caused loss of revenues.

Cause analysis is an effective way to find the reasons that cause gaps between current and desired performance. Cause analysis is not only used in understanding the origin of performance gaps in business areas, but also it is used in the public sector to determine the reasons that cause some problems. Kinnaird's (2007) research is a good example of public studies about cause analysis. He focused on the San Francisco Police Department (SFPD) policies about the litigation of citizens. To what extent do the SFPD's policies allow the citizens to litigate against law enforcement officers? The results show that the SFPD tries to prevent police misconduct by implementing in-service training, early warning system measures, and an effective recruit system.

Human performance technology has many analysis models and choosing one of them to solve performance problems can be difficult (Marker, 2007). According to Marker, Gilbert's behavior engineer model (BEM) is one of the best approaches to cause analysis. Chevalier (2009) provides a Performance Analysis Worksheet, deriving it from Gilbert's behavior analysis model. The worksheet is used for recognizing performance shortcomings and understanding primary reasons causing these weaknesses. The worksheet helps people to identify performance gaps and set attainable goals. The goals should be limited by time, cost, quality, and quantity. The worksheet is designed according to human performance technology models; thus, managers can eliminate the obstacles in front of human performance technologists. The technologist can achieve their performance by means of the worksheets.

In spite of the fact that Gilbert's BEM model is so useful for cause analysis, it has some limitations at the organizational and environmental level. Marker (2007) has provided a new model by combining BEM and the other well-known HPT technologists' environmental models such as Kaufman, Langdon, Rummler, Brache, and Rothwel. His new model is called the synchronized analysis model (SAM).

Although cause analysis has been accepted as a significant method to evaluate performance improvement for a long time by the International Society for Performance Improvement (ISPI) and the American Society for Training and Development (ASTD), the cause analysis can be useless in some ways because it focuses on changing performance instead jumping to a solution (Langdon, 2003). According to Langdon, the "change-of-state analysis" can be used more effectively than cause analysis. While cause analysis emphasizes the reasons that cause gaps in performance, change-of-state analysis encourages making some changes to increase performance. The change-of-state analysis includes extinguishing, maintaining, establishing, and improving performance.

Root cause analysis can be used to determine and adjust the most significant reason for performance issues. Mengis and Nicolini (2010) used root cause analysis (RCA) in clinical, adverse events to help employees who experienced serious events. RCA gives healthcare professionals opportunities to know each others, build relationships with their colleagues and find out their perspectives about some adverse incidents. Also, RCA practices help employees to increase their engagements.

2. Client: Turkish General Consulate (TGC)

In this project, the client is the Dusseldorf Turkish Consulate (TGC). The population of the Turkish community who live in Germany is about three million. There are 13 Turkish General Consulates in Germany. Dusseldorf is one of the most important cities in Germany, and it is

famous for international fairs, fashion, commercial and cultural activities. The city has a big airport. Dusseldorf is the capital of North Rein Westphalia where there are three consulates. These are the Dusseldorf, Essen and Koln Consulates, and they serve about one million Turkish citizens. The Dusseldorf Consulate offers citizenship services for 240,000 Turkish people. The Dusseldorf Consulate has been open since 1974. Turkish people started immigrating to Germany during the 1960s. They went to Germany as workers on the German Government's labor demand from Turkey.

The services that are provided in the consulate are certification of citizenship, marriage, birth, notary, military call-up and recruiting, passports, visas, and other consular functions. Also, educational, commercial, and religious services are provided by related attachés. Almost 400 people visit the consulate to get service every day. The consulate has 40 officers to serve people. These employees work different departments. Departments are separated depending on the services. There are almost ten different departments, and they are called by the services they provide, such as the birth department, military service department and so on. Every department includes different number of employees. The number of the employees is determined based on the workload. For instance the busiest unit is the birth department and six employees work for it. The notary department, however, does not have as much workload as the birth department, so it has only two employees.

The consulate administration seeks to increase citizen satisfaction about the consular functions. They support the studies that try to increase employee performance of the consulate. They use technology to serve. As an example of this, the consulate encourages people to use e-consulate services. They emphasized that the more people use e-consulate services, the less people will come to consulate. Therefore, the people who come to consulate can receive more quality service.

3. Performance Challenge

Forty employees work in the consulate. The employees generally work between 8.30 A.M and 05.00 P.M. on weekdays. The average time they work in the consulate is about 8 hours. However, when the number of the citizens is more than usual, they need to work long hours. They overwork on certain days, which are holidays for Germany, but the consulate is open. Also, they need to work hard in summer because of vacation. During the summer, the number of the people who comes to the consulate increases; in contrast, the working employees decrease because of the vacation season. Their work hours can be described as flexible. In addition, the consulate regularly conducts in-service training courses or meetings that are usually implemented on weekends or after the working hours. These activities increase employees working hours.

The consulate is a hierarchical organization, managed by the general consul who works for 4 years, and regularly changes. The general consul is the top manager, and he or she has other tasks besides the consulate's daily duties. The employees are supervised by an administrative attaché. In the hierarchical system, there is an assistant consul between the general consul and the attaché. Consuls and attachés can be described as managerial staff, and all of them work in the consulate temporarily. Their terms of offices are 3 or 4 years.

As a rule, employees are hired among Turkish people after a recruitment process that includes some strict exams. Employees generally have bachelor degrees. Although some of them have little working experience, mostly the employees learned the tasks by working with more experience employees. The retention rate is high between employees. The youngest employee has worked 4 years. The average year that they have worked in the consulate is about 15 years. Therefore, employees are generally part of generation X.

Expectation for the employees commonly is clear. First, employees are supposed to be nice and kind to the citizens. The citizen satisfaction is the first priority of the consulate. Second, the citizens' processes should be finished as soon as possible. In other words, high performance is expected from the employees. There are measures for group and individual performance. Also, a reward system is supported by the administration. However, the reward system is ambiguous, and far from motivates employees to increase their performance.

When citizens come to the consulate the following process is practiced. First, they pass through a security control in the entrance of the building. Then, they go to the information desk to ask for required documents and wait. After getting required information and their number, they go to the related unit and wait their turns. If they bring all of the required documents, their process takes about 5-10 minutes. However, the average time that the citizens wait in the consulate and complete their process is about 2 hours.

The waiting time for citizens depends on several variables. Employee performance is one of the factors. The units that have an impact on the waiting time are the security unit, information desk, and the related process units. The number of the citizens that come to the consulate is another variable. Summer is the most crowded season for the consulate. In particular, the period between May and August, the number of the citizen doubles compared to other times of the years. The amount of people who come to the consulate increases because of vacation time. Also, the citizens' knowledge about the requirements is an additional reason. The lack of the required documents negatively affects the waiting time. For example, people sometimes do not know what documents they need to complete the process, and completing some of the required documents takes extra time.

5. Approach: Solving the problem by using HPT

5.1. Organizational Analysis

Understanding the client's business and goals is the most important step to make an effective analysis (Elliott, 1996). Organizational analysis is helpful to understand an organization's goals, strategies, values, vision and mission. The TGC is a sub-department of the Turkish Foreign Ministry that is the most creditable governmental organization in Turkey. The TGC aims to provide a quality consulate service for Turkish citizen in order to facilitate their lives. The General Consul expresses that its first priority is citizen satisfaction. They have good relationships with the Turkish community and their non-governmental organizations in Germany. They always try to improve the organization by seeking useful solutions for problems to increase service quality. The TGC built the structure of the consulate aiming for citizen satisfaction. Work hours, departments, offices and many others things are arranged to provide more effective service. They hire talented people and train them before starting work. Also, in-service trainings are implemented to improve employees' skills. They use technology to provide superior customer service. Employees of the TGC consider that they represent Turkey in a foreign country; thus, they need to behave rigorously. This perspective is accepted not only by managerial staff but also other employees. Managers and employees think that they are a part of the TGC; in other words, they are engaged with their work. The TGC is managed by the general consul. There are two assistant general consuls; one of them is responsible for consulate functions another's responsibility is performing the relationships with Germany's and other countries' authorities. In the consulate hierarchy, there is an attaché who supervises the employees.

5.2. Environmental Analysis

The TGC provides service for 240,000 Turkish citizens who live in different cities near Dusseldorf. Turkish citizens started immigrating to Germany in the 1960s and currently have three generations in Germany. The first generation was almost all workers. Over time, Turkish immigrants have developed. The second and third generation has interest in commerce. The first generation is the silent generation and baby boomers. The second generation is generation X, and the third one is generation Y. These three generations go to the TGC to receive consulate services. It is really challenging to solve all three generations' problems because their perceptions are different. Also, their information seeking behaviors are not identical. It can be difficult to serve this diverse population. When they go to the TGC, they have to get permission from their supervisors.

Therefore, time is money for them. They need to complete their visit and go back to the job as soon as possible.

The consulate has three floors and every floor includes three rooms and small hall. The consulate building is so small that the citizens do not have enough places to wait. Also, employees have not appropriate office space in which to work. When the consulate opened in 1974, this building was enough, but as the population of citizens increased people who visited the consulate increased too. Currently, the building cannot meet the demand. There are forty employees and that is not enough in comparison to the amount of customer traffic. The employees generally need to overwork to complete processes. The overworking leads to stress and employee burnout that adversely affects citizen-employee relationships and citizen satisfaction.

The employees are hired by the Turkish Foreign Ministry with the Ministry arranging a series of exams to measure necessary skills. The applicant pool is narrowed in a step-by-step process; the last stage is the interview. After the interview, the new employees start an orientation process. The employees who complete the orientation program start working with an experienced employee. The experienced employee acts as a buddy and a mentor to teach the job. TGC personnel are hired annually but their contracts are extended every year.

For citizens, one of the most important factors that affect waiting time and satisfaction is having information about the procedures and required documents. Citizen can get information by phone, via the Internet or face-to-face about what they need to do or bring with them when they go to the consulate. The TGC call center provides services to inform citizens. However, the call center has only one employee who is expected to answer citizens' questions and transfer other calls to the consulate's staff. Also, the call center's infrastructure is not enough to meet the demand. However, the TGC needs a new call center that can automatically answer citizens' questions step-by-step similar to a bank's call system. The other problematic tool is the current passport printer. There is only one passport printer in the consulate, and it is not as fast as is necessary.

The TGC performs all kinds of consulate functions such as citizenship paperwork processing providing birth certificates, handling passport issues, and many other things. Every service is provided by a special department. In other words, departments are shaped by given services. Departments have two-four employees depending on their workload. Every employee answers to the administrative attaché and is responsible for completing his or her department's works as soon as possible. There is not a department chief who supervises the other employees.

The TGC employees are skillful and have domain knowledge. Their talents, capacities and skills are enough to get the job done. However, they do not have enough incentives to be motivated. Some of them are extrinsically motivated while others are intrinsically motivated. The TGC does not have

an effective assessment and reward system. The current reward system does not fulfill the employees because the measurements are not clear, and the awards are not satisfactory. Also, employees do not have any promotion opportunities. They notice that even if they work hard they cannot be promoted because of a promotion system that does not meet their expectations.

5.3. Gap Analysis

5.3.1. Current Performance

A typical process, which can be found in Figure 1, for citizens, is as follows: before going to the consulate the information needed for a successful visit is gathered by phone, via internet, or face-to-face communication. When the citizens call the consulate before noon, the call center officer can answer them. The call center officer can only answer general questions, s/he cannot help with details. Generally, the citizens complain about a lack of people available to answer them in the call center. If they call after noon, their calls are transferred to the related departments, and they can ask their questions and get detailed answers. Mostly the citizens do not have the chance to catch an employee. The source to get information is the TGC's website. Among the first generation immigrants internet usage is not common; thus, the website can generally only be used by the second and third generations. The third method is face to face communication. The citizens ask for information at the information desk when they come to the consulate. If they do not have enough time to complete the required documents in the same day, they have to come again for the same process. In this case, the citizens feel they have wasted time and are dissatisfied. Figure 1 shows the ways the citizens receive information.

The citizens come to the department after passing through the security control and then the information desk. The information desk employee gives the required information, answers questions, gives them a number and leads them to the related department.

Figure1: Methods of getting information

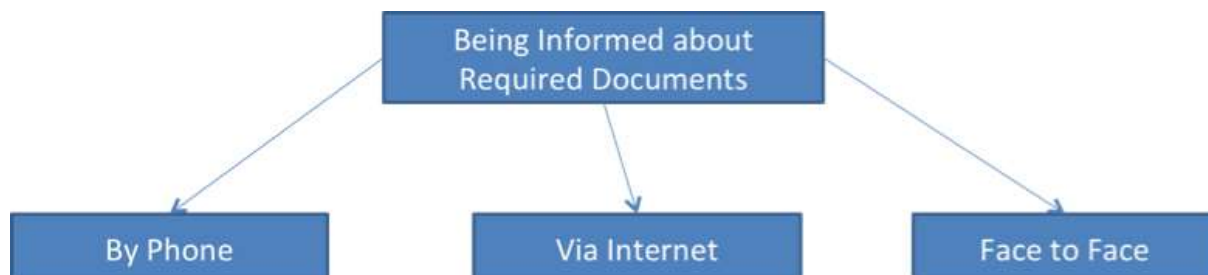
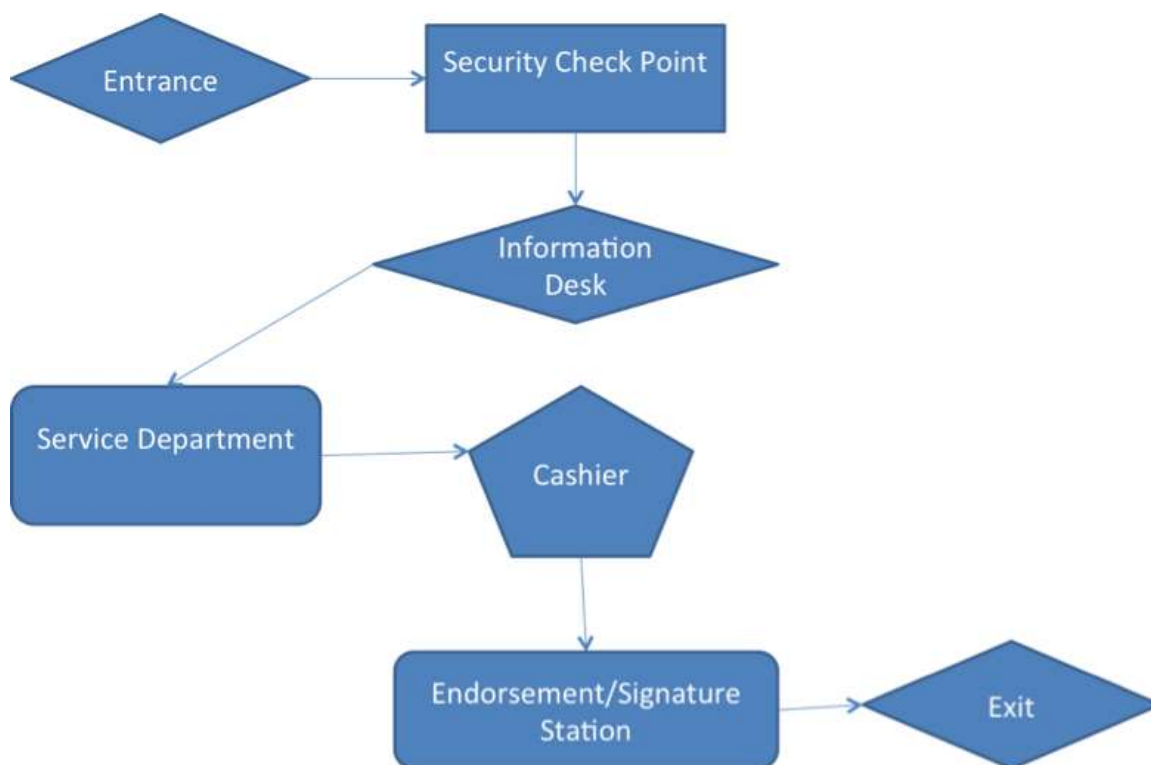


Figure 2 : Work cycle of TGC



Their waiting time in the security desk and information desk depends on the number of the visitors, but it is approximately 10-15 minutes. After getting the number, they start waiting to go to the department which takes 1-1.5 hours. If the required documents are brought, the process is completed in 5-10 minutes in the related department. Then, the citizen goes to the payment desk to pay the expense which takes 10-15 minutes. The last place to visit is the endorsement desk where the assistant consul signs the documents. This takes 10-15 minutes, too. The process time depends on the number of the people visiting the consulate in that day. A typical process waiting time is, on average, 2 hours. Every day almost 400 people come to the consulate. Nobody is satisfied with the long waiting time, which causes dissatisfaction on the citizens, burnout for employee, and stress for managers. Figure 2 shows the work flow.

5.3.2. Desired Performance

The desired waiting time is about 30 minutes. The ideal solution to decrease the waiting time for the citizens would be moving to a bigger building and hiring more employees in the long term. Although this solution would be preferred, in the short term the TGC's budget is not suitable to implement these ideas. Therefore, other applicable solutions will be expressed. The most critical problem that causes a long waiting time is lack of information about the consulate process and required documents. The first unit to develop is the call center, due to its effectiveness and key role in providing information. The call center is the main source to get information from about the required documents and other issues. The TGC built a new comprehensive call center system. The

call center should automatically provide information about every consulate service and required department. When citizens call the consulate, they ask general questions more than specific ones. In the first place, they can get all general information about the process without talking to any representative. If they are not satisfied with obtained information, they can choose to talk the representative. If they correctly understand what they need to complete the process over the phone, the work load of the information desk increases. Also, they do not need to go back and complete missing documents.

The second unit to be improved the TGC's website. The TGC website can serve in two ways. First, people can get all kind of information from the website before calling or coming to the consulate like call center. Second, via e-consulate, this is an effective service that decreases the visitors to the consulate; many services can be provided online. The more people are prone to complete the process online, the less people will come to consulate. Therefore, a citizen who prefers to go to the consulate can complete their process faster.

In an ideal management system the consulate would include department's chief officers. In the current situation, there is not a hierarchical system between the employees, and they are supervised by the administrative attaché. Attachés are temporarily managers. They change every three or four years. When an attaché starts working, s/he takes a couple of months to learn the structure of the consulate and know the employees. In the first months, some managerial problems can occur. The presence of department chief officers, who are responsible for their offices, would be helpful in these periods. Also, they can bridge the gaps between the employees and managers. This position can be used to build a promotion system because there is not currently any higher position for be employees to be promoted.

The consulate organizational structure suffers from in effective reward system. Even if the employees perform very well, they do not believe they will be awarded. The last change to implement regarding the consulate would be the current work flow. In the work flow, after coming to the related department, the citizens should go to three different desks to complete their process. Performing the demanded transaction is the main part of the process. However, after completing this primary part, the citizens have to wait to pay fees and get a signature. The last two parts can be skipped or executed by the same employee who completes the first part of the process. In order to implement this change, some procedures should be adjusted, and additional authorization has to be given the employees. This change would be helpful to decrease the citizen waiting time.

Another pitfall is holidays, in which the TGC is open but German organizations are closed. In these days, a huge amount of people come to the TGC because they see these kinds of days as opportunity to complete their consulate process. In the current work design, there is not any

limitation regarding how many citizens are processed during these holidays; thus, it is impossible to predict the number of the visitors and complete all of their process. The visitors are disappointed due to long waiting time, even if they complete their processes. Similarly, the TGC personnel exhaust because of overworking. It would be a good solution to implement an appointment system for these kinds of holidays. Thereby, a limited number of people could visit and be satisfied with the service. Also, the employees would experience stress.

5.4. Cause analysis

Using Gilbert's the Behavior Engineering Model (BEM) a series of questions is asked to employees during the interviews. The majority of the causes were a result of environment. For the TGC, two main environmental causes were a result of resources and motivation. The resources need to be developed are the building, human resources, the call center, the website, and the work designed. The current consulate building is not large enough to meet needs of visitors. The citizens do not have appropriate space to wait their turns. People do not come to the consulate alone; in contrast, they visit with their children. Also, children should be present to complete some processes. However, there are not appropriate areas for children. Likewise, the consulate does not have a room for nursing and changing diapers. Also, people need to eat some foods or other things when they stay for a long time in the consulate. Thus, the consulate needs a fast food restaurant, as well. To meet all of the needs, a new building is necessary.

The consulate employee number is equally problematic. The number of the citizens the consulate helps is 240,000. Every day, 400 people visit the building. Besides a new building, additional personnel are critically needed to decrease waiting time. Although the TGC employees work hard, they do not complete each process in a short time because of their limited capacity. The following solutions can decrease the waiting time; nonetheless, the desired 30 minutes-waiting time cannot succeed unless the consulate moves to a new larger building and hires additional employees.

The consulate does not have enough tools to provide information for the citizens. The most important tool is a new call center. The current call center depends on a simple answering machine and an operator. There is not a balance between the number of the incoming calls and answered calls. The citizens complain about the lack of available operators who can answer their questions. A new effective call center system can solve the problem. The call center should be designed to answer the most asked questions. If people got answers for their questions about the required documents and procedures, they will not waste their time by coming a second time or completing missing documents. The other information source is the TGC website. A user friendly, well-designed website can be practical to inform people.

Another shortcoming regarding resources is a new passport printer. There is only one passport printer in the consulate and it not as fast as is necessary. A new, fast passport printer would facilitate the process and help the employees to increase their performance. Furthermore, the current work design needs to be changed. After the citizens complete their processes in the related department, they have to go the payment desk and signature desk. Instead of a three step process - related department, pay desk, signature desk, - the department employee would complete the process. Because of this change to the work design, a huge amount of time could be saved.

Regarding motivation, the consulate does not have a promotion system. Even if the employees' work hard during their life time, they cannot be promoted in the current system because there is not any promotion opportunities for employees. How can a manager motivate employees without offering a chance for promotion? Generating a new position like "the department chief officer" by making some small changes on the current regulations would present a promotion opportunity. This change would not only motivate employees to increase their performance, but also help managers to bridge the gaps between managers and employees. In addition, the reward system needs to be modified because employees do not think that the promotion criteria are clear. At the end of the every year, some of the employees get an increase to their salary. However, the reasons are not explained; thus, the system does not motivate people.

A few causes of long waiting time were the result of individual aspects. One individual reason was because of bad motivation. Some people should multitask because they are expected to do both their departments' work and additional tasks, such as guiding official guests or translating speech. However, these talented employees do not have incentives to do both of these jobs.

6. HPT Areas in the Project

Studies about Human Performance Technology (HPT) were started by academic and professional practitioners after 1950s in the United States (Pershing, 2006). According to Pershing definition, "HPT is the study and ethical practice of improving productivity in organizations by designing and developing effective interventions that are result-oriented, comprehensive, and systemic" (Pershing, 2006). Since the interventions, which are drawn from other fields, used by HPT, it is related many other disciplines such as behavioral psychology, system design, organizational development, and human resource management. HPT not only focuses on analysis of current and desired performance, reasons of performance gap but also it provides intervention alternatives in order to improve performance, leads to change management practices, and assess the outcomes. HPT concentrates on outcomes, approaches to organizations with a systematic perspective to assess needs or opportunities, adds value, and set up corporation. It is also systematic while making

analysis, finding solutions, implementing intervention, and evaluating results (www.ispi.org). HPT comprises three essential processes: Performance analysis, cause analysis, and intervention selection.

Performance analysis aims to find issues, reasons, and gaps that can derive from environmental, physical, or psychological factors. Organizational analysis consists of three analyses: organizational analysis, environmental analysis, and gap analysis. Organizational analysis includes investigation of an organization's mission, vision, strategy, goals and values. During the environmental analysis process, technologist collects information about organizational environment, work environment, work procedures, and employees. Organizational environment consists of society, stake holders, and competitors. Work environment includes resources, tools, and human resources policies. Work procedure involves work flow, responsibilities, and ergonomics. Employees' field covers knowledge, skills, motivation, expectation, and capacity (Gayford & Gunter, 2009). Gap analysis is a process that involves the comparison of current performance and desired performance.

Cause analysis helps HPT practitioners to determine the factors that cause the performance gaps by affecting work environment and individuals (Langdon, 2003). In other words, the cause analysis seeks the reasons why the performance gap exists. By means of cause analysis the barriers that adversely affect the performance can be recognized. The cause analysis not only provides an outline to determine factors that restrict performance but also offers solutions. In the HPT model, the cause analysis can be recognized by two main categories and six fundamental fields. The two main categories are "lack of environmental support" and "Lack of repertory of behavior." Environmental area has three sub-categories: data, resources, and incentives. Likewise, Repertory of behavior has three sub-categories: knowledge, capacity, and motives.

7. Outcomes

Before the interview, questions were prepared depending on Gilbert's Behavior Engineering Model but were not limited with this model. In the interview process, the following questions were asked four employees. Questions and their answers were summarized as follows:

Open-ended Questions:

What is the most critical problem in the TGC?

- The citizen's long waiting time
- The citizens' dissatisfaction

What is the average waiting time for citizens?

- 2 hours

What should the average waiting time be?

- 30 minutes.

What are the factors that cause these problems?

- The TGC's building is small.
- Number of the employee is not enough.
- The call center does not meet the demand of the citizens.
- The materials and tools are not enough.
- The citizens do not use e-consulate services to complete process.
- There is not an assessment and reward system to motivate employees.
- The work flow is useless.

What are your suggestions?

- A new building
- More personnel
- An effective assessment and reward system
- New tools, especially passport printer, to facilitate the work process
- Increase engagement
- e-consulate
- A new call center
- A new website
- Chief department officers

Close-ended Questions

Do you know what are expected from you?

Yes 16 no 0 not sure

Do you think your skills are appropriate to do the job?

Yes 12 no 4 not sure

8. Discussion and Findings

The employees answered two different kinds of questions. First, the closed-ended questions, which were arranged according to Gilbert's BEM model, were asked. Then, they were asked open ended questions. The closed-ended questions were classified in two main areas: environment and individual. In the environment area, there are three categorizations: data, resources, and incentives. According to answers, the employees know what is expected from them; they have mostly clear guides that describe the work process. But they are not given feedback about their performance. They do not have enough materials, tools, and time to do job. The processes and procedures are clearly defined. Their physical and psychological environment is not appropriate to increase their performance. The work system rarely presents financial and non-financial incentives. In other words the reward system does not reinforce positive performance. Also, they do not have career development opportunities.

In the individual area, there are three categories: knowledge, capacity, and motives. The employees express that they have enough knowledge and capacity to perform well. Their skills and job-required skills are compatible. They are not sure if they know others' roles in the TGC's success. They think they are selected according to their skills. Some of them have emotional limitations that prevent them from performing well. They do not have motives that are aligned with the work. Some of them do not perform required job.

In the open-ended questions, the employees pointed out that the most important problems in the TGC are the citizens' long waiting time and the citizens' dissatisfaction. They also think these two problems are related each others. In other words, the most significant reason of citizens' satisfaction is long waiting time.

The employees believe that there are many factors that cause long waiting time. Some of the reasons are related with physical environment, tools, and human factors while others are about, TGC's working process, structure and the citizens' preferences. The reasons reacted with physical environment, tools, and human factors are can be expressed as follows: first, the building is small and not suitable as a consulate building for Turkish citizens. Maybe the building was appropriate when it was built in 1974. But, the number of the Turkish citizens double increased today. Every day, 400 people visit the building. Even if the employees work hard or increase their performance, unless having the bigger building the waiting time cannot be decreased. Second, the number of employee does not meet the demand to decrease the waiting time. If everybody comes to work, the

full number of working employees is 40. Mostly, somebody cannot come because of illness, other duties, or annual holidays. Therefore, the number of actively working employees is 35. It is not possible that 35 people can effectively serve 400 citizens. Third, the call center cannot serve to provide healthy information to people. Mostly, the citizens cannot find available representative to ask their question. Thus, they cannot know the required document before coming to the TGC. This negative situation really limits the TGC performance. Similarly to inefficient call center, the TGC does not have a well-designed, user-friendly website. The lack of this website prevents the citizen from getting information, and being familiar with consulate process. The last, the TGC needs to have an additional passport printer. The current printer is slow and does not meet the demand as alone. The second printer would increase the performance.

Moreover, the Turkish citizens do not use e-consulate services. However, if they use these online services, the number of the citizens who visit the TGC would decrease, and the service quality could increase. Since the citizens prefer to visit the TGC even for simple processes, which can be easily completed as online, the visitors' number increases.

Furthermore, some reasons stems from the TGC's working system and structure. The first problem is the lacking of a reward and assessment system. The current reward system is ambiguous; the employees are not sure what makes them rewarded personnel. Also, while the employees are permanent staff, the managerial personnel are temporarily, and change in every 3 or 4 years. In particular, in the changing period the performance decreases because the new supervisors need to understand system and know the employees. Likewise employees must know them. If every department had a chief officer, these periods can be practiced with less damage. These chief officers can facilitate the relationships between supervisors and employees. In addition, constituting a position like that can motivate employees because there is not any career opportunity for them. The last problem about the TGC system is work flow. The citizens must go two additional desks to finish their process after completing main process. If citizens have the required documents, their process is completed at the related department. This is the main process. However, the citizens should pay and get a signature to complete the process that causes waste of time. It would be good idea to change the work flow by decreasing the process' steps from three to one.

9. Recommendations

In this study, the client is TGC. In order to investigate the problem, an interview was conducted. The most important problem is the long waiting time and the citizens' dissatisfaction. The factors

that cause these problems are small building, adequate number of employees, a lack of some tools and material, and useless work design. The following interventions are recommended for the TGC: First, the TGC should move to a new building that can meet the citizens' demand. Also, this building should include a wide waiting hall, a fast food restaurant, a recreation area for children, and rooms nursing and changing diapers. Unless the building does not move, other alternatives will not solve the long waiting time problem in the long term.

Moreover, the TGC's number of staff is not enough to decrease the waiting time. Even if they work hard and increase their performance, the waiting time cannot be decreased to 30 minutes by the current number of employees.

The TGC does not have an effective reward system; therefore, the employees do not have any motive to increase their performance. The current reward system is useless to motivate them. The employees are not sure what to do to be a good employee. The current system is not clear. It can be modified, or a new system can be built in which people know the rules to get financial or non-financial awards.

Having information before coming to the TGC is crucial for the citizen. If they get healthy information about the required documents to complete processes, they will save time; otherwise, they will waste their time by going again to the consulate. The call center and website has critical importance in providing information to the citizens. However, neither the call center, not the website is satisfactory. Therefore, a new call center system is needed. In this system, the citizen should get the general information without speaking an operator because they mostly need to know simple procedures. Similarly to the call center, the website should be redesigned according to users' needs. To inform people, printing brochures about the processes and required documents would be another practical way. These brochures are offered to all the people in the consulate; therefore, people can bring required documents with them in their next visit. Moreover, the brochures can be mailed to all citizens. Since one brochure is sent per family, almost 60,000 brochures are needed. This is an appropriate project.

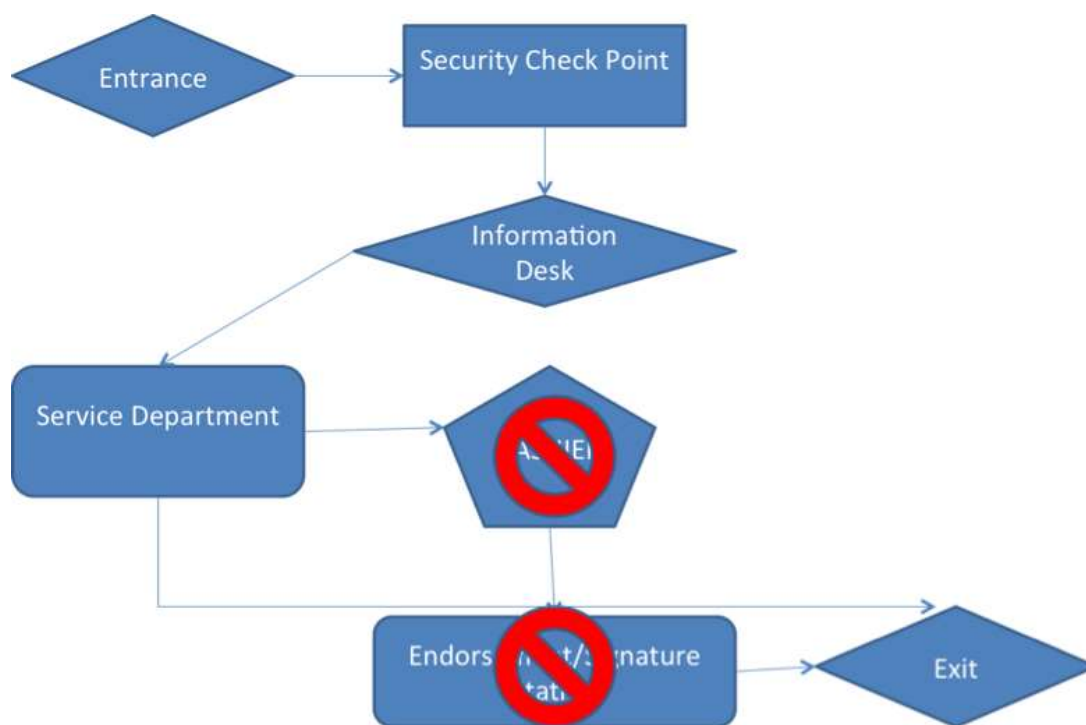
Also, here are two problems about the work design. The first one is work flow. In the work flow, the citizens should take three steps to complete a process. By giving authority to the employees, and arranging in-service training, the three steps can be increased to one. The second problem is temporary managers. The supervisors change in every three or four years. In particular, during the changing period, the performance decreases. Creating a new position called as "the department chief officer" would be a good idea. The department chief officers would be responsible for their departments. The change can be useful in many ways. The chief officers bridge the gap between

managers and employees. Also, the position can be perceived as a career opportunity by the employees.

The employees need to get feedback. They do not have any idea about their performance. The TGC needs to have an assessment system, too. Also, the employees do not know importance of other employees in the TGC's success. This ignorance can prevent the team work; therefore, they must be informed about other's works and contributions in achieving the TGC's goals. Finally, the employees stated that they do not have materials and tools to increase their performance. In particular, they complained about the passport printer's speed. A new passport printer should be bought, and similar needs have to be investigated. Figure 3 shows the one step work flow.

After this stage, the recommendations should be practiced, and the outcomes should be evaluated. If the interventions work, and the waiting time decrease, these strategies should be insistently implemented. If it does not work, other alternatives can be searched to decrease the waiting time.

Figure 3 : Advised attitudes of clients



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