
RECOGNIZING THE IMPORTANCE OF SERVICE EXCELLENCE

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ABSTRACT

The emergence of service quality may be traced back to the increasing significance of services in industrialized economies. This was a broadening of the conventional concept of product quality to include not only the product itself, but also the services that surrounded it. This element of quality has become a wake-up call for many industrial firms. The goal of this article is to capture many views on service quality, which is one of the most essential aspects of service management. The present main emphasis for service academics, according to this article, should offer guidance for planning, design, and execution framework in order to improve the practical efficacy of service quality. It covers the basic ideas that underpin the topic of service quality management, as well as important terminology and distinctions. It aids in the identification of important procedures for managing service quality. It does show that management for service quality is a timeless idea that will continue to evolve in response to the unending appearance of changes and crises that human civilization will confront.

KEYWORDS: *Customer Satisfaction, Patronage Intentions, Service Blueprinting, Service Quality, Service Excellence*

INTRODUCTION

There was a significant acknowledgment of service activities in the and it was one of the first two textbooks to put some focus on the service sector. Both volumes were renamed Operations Management to reflect the increasing focus on the range of applicability of production management ideas and methods in non-manufacturing and service sectors, in addition to manufacturing. Between 1980 and 1985, there was a surge in "great interest and excitement" for services, with the well-regarded paper "Services in the Twenty-First Century" serving as the apogee of the era. Most research projects from 1985 to 1995 were primarily focused with empirical verification of concepts and frameworks, resulting in supported and tested models. Because new conceptual frameworks and concepts continued to emerge to serve as the foundation for new empirical research, this era was unquestionably a watershed moment in the subject's evolution. Between 1985 to 1995, we were in the "theory testing/empirical phase," in which we "moved from creating conceptual frameworks to refining their dimensions and experimentally verifying them. After 1995, a point was reached at which much (but not all) of the services material could be taken and applied, and the outcome of that application could be predicted, leading to the creation of 'management of services' as a 'mature' subject with 'service quality' as one of the most researched areas, with empirical work in service quality to understand the links. This kind of activity seems to be expected to continue for some time. Using neural networks, a novel method to modeling consumer evaluations of service quality has been developed[1][2].

Many factors have contributed to the development of service quality, and many industries, businesses, and people have defined the breadth of the ideas and framework that characterize the subject. As a consequence of these combined pressures, the arena of service quality has developed.

To begin with, service quality ideas arose in reaction to the enormous development of service sectors, which has resulted in their increasing significance in global economies. Second, in manufacturing and information technology, service quality is being seen as a commercial necessity[3].

Third, the deregulated sectors and professional services have created a particular need for ideas in services marketing. Many major service sectors, including as airlines, banking, telecommunications, and transportation, have been gradually deregulated throughout the globe in the past. Professional service providers have also requested fresh ideas and methods for their companies. As the area of services marketing developed in tandem with the subject of service quality, it broadened to include the concerns and requirements of any company that provides service. Concepts and frameworks created to address the issue that "service quality varies depending on the service backdrop [4].

A service is a change in the state of a person or a product belonging to an economic unit that occurs as a consequence of the action of another economic unit, with the prior consent of the previous person or economic unit. In the most basic sense, services are actions, procedures, and outcomes. The one that defines services as 'all economic activities whose output is not just a physical product that is generally consumed at the time it is produced, and provides added value in forms with such features as building blocks, which are considered indicators for service quality that are essentially intangible concerns of its purchaser' is compatible with our simple and broad definition. Because of the intangibility, heterogeneity, perishability, and simultaneous creation and consumption of services, service marketers confront some very real and unique difficulties. That is, service(s) are fluid, dynamic, and often co-produced by consumers, workers, and technology in real time, with few static physical characteristics. Managers of services continue to struggle with creative responses to queries like the ones mentioned below. The Nordic/Scandinavian school utilizes general category words to describe service quality, while the American school uses descriptive ones. Both schools of thinking emphasize essential elements of service quality, but none really captures the concept. Furthermore, no effort has been made to examine the relationship between the various conceptualizations. Because the literature has yet to reach a true consensus on many of the problems at hand, it is critical to examine a wide range of perspectives, both old and new, as well as theoretical and empirical methods. In order to create and provide service encounters, service organizations need business models that more properly account for the impacts of service system designs and the roles of customer and service-provider decisions[5].

The creation of a useful categorization matrix for services based on service quality principles is a significant addition to the management literature in this regard. Although some writers have attempted to create categorization schemes or positioning matrices for services but not for service quality, none of these schemes or matrices are really acceptable in defining the connection between the service and the service delivery process. As a result, we take a new look at how to categorize services based on their "state of consumer engagement" and "state of complexity." The intersection of these two dimensions yields four broad service types. It includes services with a minimal level of complexity and user participation, such as public transportation and teller machines, which are essentially customer self-service. It entails services with a high level of complexity and minimal client participation, i.e., such services are created on a case-by-case basis and rely heavily on the service provider's expertise; the customer has little understanding of the process and plays a relatively passive role. Plastic surgery, IT outsourcing, life insurance, and other services are examples of this kind of service[6].

Due to highly standardized and efficient procedures, it includes services with a low degree of complexity and a high level of participation. This category may include call centers and fast-food businesses. It entails services with a high level of complexity and engagement, i.e., these services have highly complicated procedures that should be designed case by case, taking into account the

customer's learning, and the consumers must have a thorough understanding of the process. They are often services that provide assistance or support to customers[7].

Buying via the internet, counseling, and medical examination are all examples of this kind of service. When done correctly, service quality may pay you handsomely. Better levels of service quality result in larger levels of client satisfaction, which in turn leads to higher patronage intentions and sales. While a pricing or product strategy may achieve similar results, well-executed service quality is more difficult to duplicate and can provide a longer-term competitive advantage; well-executed service quality is an asset that must be maintained. After all, providing excellent service is more difficult than changing the price or changing the available inventory of products.

As a result, competing on price or product may be risky due to the low cost of entry. While service quality and customer satisfaction are linked notions, they are two separate constructs that are used interchangeably in practice and theory. Service quality refers to an overall or all-encompassing attitude towards the quality of the service, while pleasure refers to a particular transaction. This suggests that satisfaction is more situational. satisfaction is more of a judgment of how the service affects the customer emotionally, that is, it is more evaluative and based on emotion; whereas service is descriptive and based on fact; whereas satisfaction is more of a judgement of how the service affects the customer emotionally, that is, it is more evaluative and based on emotion. The gap method, which measures the difference between expectations and perceptions, is often used to assess service quality and customer satisfaction[8].

The primary reason for the disparity in service quality and client satisfaction is that expectations are defined differently. In the literature on service quality, expectations are referred to as consumers' "wishes," or what customers believe a service provider should give them rather than what a service provider would provide. Customer satisfaction, on the other hand, is said to be the outcome of a comparison between what really happened during a service experience and what consumers anticipated (predicted) would happen. Because a customer's expectation in a satisfaction context is a forecast, it should be represented as a mean expectation value with a degree of uncertainty around the mean, as the consumer is unclear of what to anticipate. However, in the context of service quality, a consumer's expectation reflects what they want, and that expectation may be seen as a separate value with little or no ambiguity. It was formerly thought that the two notions were linked because instances of customer pleasure decayed into general consumer attitudes or judgments of service excellence over time. In other words, the model assumes that customer satisfaction is a result of service quality[9].

Customer satisfaction mediates the impact of service quality on behavioral intentions, according to, who refined the effect of service quality on customer satisfaction. Customer satisfaction is a stronger predictor of behavioral intentions than service quality, which is more directly linked to particular service factor ratings. The service quality construct is used to diagnose how an organization functions, while the customer happiness construct is used to diagnose how customers feel and their behavior patterns. In the marketing management literature, behavioral intentions refer to buy intentions, especially customer loyalty and the intention to repurchase in the context of optimizing sales and net profit. In retail banking, customer satisfaction completely mediates the impact of service quality on patronage intentions, but only partly in the hotel sector. That example, in the hotel sector, service quality has not been shown to substantially lead to consumer happiness. A mediating connection is one in which a third variable influences the route that connects two variables (for example, service quality leads to customer happiness, which promotes patronage intentions). Some believe that universalizing the notion of service quality is useless, while others contend that service quality is industry or context particular[10].

DISCUSSION

Despite the fact that service quality is not synonymous with customer service, it is claimed that service quality includes customer service and customer relations. We observe that there is no clear-cut postulated theory for service quality, customer satisfaction, and patronage intention; however, viewing customers as future assets of the organization, we observe four types of (A) Patronage intension free insignificant linkage – The service provider is guarded by customer satisfaction but patronage intension is not involved in the service; however, due to a lack of (B) Patronage intension free significant linkage – The service provider is guarded by customer satisfaction but patronage intension is not involved in the service; however, the linkage between service quality and customer satisfaction is significant due to the presence of a small number of competitors offering dissimilar products. (C) Patronage intension restricted insignificant linkage – The service provider is protected by patronage intension and customer happiness, but the connection between customer satisfaction and patronage intension is small owing to the existence of numerous rivals providing comparable goods. (D) Patronage intension constrained significant linkage – The service provider is protected by patronage intension and customer satisfaction, but the link between customer satisfaction and patronage intension is significant due to the presence of a small number of competitors offering dissimilar products.

This categorization of service quality connections implies that patronage intentions must be acquired in order to keep clients. They are necessary for a business to sustain sales, margins, and profits; to increase the loyalty and value of current consumers; to encourage cross-product purchasing; to differentiate the brand; to preempt the entrance of a new brand; to preempt the loyalty program of a competitor; and so on. Repeat purchases, lucrative customers, more information on customers, rewarding loyal customers, client acquisition, and so forth are all examples of customer retention. Many industry-specific models of service quality have been developed in the literature on service quality during the last 25 years or more. The current research tries to evaluate the following 34 common service quality models in light of changing business scenarios and analyze them for suitability/need for modification in the current environment in order to identify the problems for evaluating the service quality models. We discovered that the development of literature in the area of service quality has occurred in stages, allowing for continual updating and learning from previous findings and observations. Several writers have proposed that service quality is a hierarchical construct made up of several sub-dimensions. Future study may contribute to a better understanding of service quality by conducting empirical investigations of hierarchical multi-dimensional concepts of service quality in a variety of contexts. Service quality was postulated as a multi-dimensional concept in the majority of the research examined here; nevertheless, the number and type of the dimensions varied depending on the service context; fact, they differed even within the same service sector. As a result, academics should explain the environment in which a specific component was created and where it may be used. Future research should replicate these measurements in other situations to see whether the number and type of factors are transferable to new settings. Only a few studies have considered their appropriateness for a range of services in order to serve as a general model that has been evaluated in a number of service settings. The corporate environment has evolved significantly in the last 25 years, necessitating more adaptation and flexibility, as shown by a small number of studies. Some studies have tried to establish a connection between customer happiness and profitability. Some researches allow for the use of computerized software. A neural network-based artificial intelligence method was recently tested. This method may be used to describe complicated connections between inputs and outputs, as well as to identify patterns in data. Multiple stakeholders come from various backgrounds and exhibit a wide range of behaviors.

Although the service quality items may vary across stakeholders, an effort may be made to create a consistent construct (minimum number of items) of service quality that satisfies the needs of key

stakeholders. Although the majority of service quality studies have used exploratory factor analysis to report components, only a handful have tried to use confirmatory factor analysis in its entirety for empirical validation of the generated multiple-item scale. The majority of service quality models may be utilized as a benchmarking tool if quantitative measurements are agreed upon and implemented. With the increasing recognition of services' dominance in the global economy, there is a growing focus in business practice on providing meaningful and memorable client experiences. There are a variety of models that attempt to capture and define the term "service quality."

They each have their own set of strengths and weaknesses, but the core definition of service quality is straightforward and consistent: service quality is defined as customers believing they are receiving better service than expected in connection with actual delivery, where expectation refers to the level of service the customer expects. Service engineering, which is concerned with the systematic creation and design of service goods, is now the time to envision creating new services with acceptable "service quality" based on conventional engineering approaches. There are a variety of models to choose from, and they may be categorized as follows: A product model that defines what a service provides (service description, data models), or in other words, it deals with the 'what' elements of service excellence. A process model that defines how a service is delivered (definition of process stages, definition of interfaces), or in other words, it deals with the "how" elements of service quality, such as utilizing service blueprinting. Decision makers, contact staff, specialists, and consumers may all benefit from visualizing the service process. The domain for practicing trainers will be a resource model that plans the resources required for service delivery (people, materials, and IT infrastructure). Though the scope of this article is limited to service blueprinting, it is clear that there will be a continuing set of activities to be tracked for outcomes and actions to be taken via completed work-plan tracking sheets that will serve as the basis for categorizing the responders.

The majority of academic research has focused on the 'what' elements of service quality; however, there has been little explicit coverage of the 'how' parts of service quality because of the underlying assumption that service(s) have no real value. Despite the dominance of services in contemporary economies and their fast development across the globe, the lack of research and methodologies and approaches to handle this particular issue is remarkable. Flowcharts, or 'flow process charts,' date back to at least 1921, when the legendary Frank Gilbreth gave a presentation titled 'Process Charts – First Stem', in contrast to services, which frequently lack concrete specifications for which process documentation and analysis tools have been in use for many years. For example, flowcharts, or 'flow process charts,' date back to at least 1921, when the legendary Frank Gilbreth gave a presentation titled 'Process Chart Flow charting and the different flow charting tools, on the other hand, have shown to be helpful in their own right, but they are restricted in their ability to represent distinguishing aspects of service operations. In this part, we'll look at the most widely used flow charting methodology for services, known as service blueprinting. Service quality may be enhanced in a novel way by utilizing 'service blueprinting,' which is a picture or map that correctly depicts the service system so that all of the individuals engaged in delivering it can comprehend and deal with it objectively regardless of their jobs or personal viewpoints. Blueprints are especially helpful at the design stage of service development because they enable companies to see service processes, sites of customer interaction, and tangible proof of service from the customer's perspective all at once.

While the fundamentals of service blueprinting were presented more than two decades ago, the technique has developed considerably as a helpful strategy for tackling many of the problems in service design and innovation, with a focus on user experience design. It has grown over time to include topics including organizational structure, physical evidence, and representation of consumer responsibilities in service delivery. Blueprints also reveal and link the underlying

support processes that drive and support customer-focused service execution throughout the organization. According to service blueprinting, it was first presented as a process management method for services that provided many benefits, including being more exact than verbal descriptions, being able to predict issues, and identifying failure spots in a service operation. Clarification of service blueprinting as a technique for mapping the customer process versus organizational structure was an early adoption. The concept of service blueprinting was expanded to include the distinction between onstage and backstage operations. The method is still based on these essential components. The essential elements of service plans. Customer behavior, onstage/visible contact employee behavior, backstage/invisible contact employee behavior, support procedures, and physical proof are all examples. The processes, choices, activities, and interactions that consumers do while buying, consuming, and reviewing service delivery are all included in the customer actions section. The activities of customers are shown in chronological order at the top of the blueprint. What distinguishes blueprinting from other flow charting methods is that the customer's actions are essential to the blueprint's development, and as such, they are usually put down first so that all subsequent activities can be viewed as supporting or co-creating the value proposition with the customer.

The backstage/invisible contact staff activities, which are separated from the onstage actions by the line of visibility, are the next essential component of the plan. The client can see anything that appears above the line of sight, but everything below it is invisible. The internal line of engagement separates support procedures from contact workers, which is the fourth essential component of the design. All of the actions carried out by people and units inside the business that are not contact employees but are required in order for the service to be provided are included here. The inter-functional linkages and support that are necessary to providing the service to the end client are shown by vertical lines from the support area linking with other sections of the blueprint.

CONCLUSION AND IMPLICATION

The goal of this article was to capture the many views on service quality, which is one of the most essential aspects of service management. This article provides a critical assessment of the various viewpoints. A strategy for clarification has been suggested. As a result, the suggested categories are not meant to be definitive, but rather to add to the continuing discussion regarding service categorization and quality. The categorization that resulted has opened up new avenues for creating strategies and improving the service delivery process. Section offers service quality connections and a framework for service and service quality categorization. In Section 4, we looked at how to evaluate service quality models. First, we note that in recent decades, a significant amount of service quality research has been dedicated to the creation of service quality metrics. Second, we note that neural networks have lately been used in artificial intelligence approaches. Third, the gap method to estimating service quality is popular, implying that having data on client expectations is always helpful for fulfilling them. We suggested in Section 5 that the current main emphasis for service research be to offer guidance for planning, design, and implementation framework to improve the practical efficacy of service quality via service blueprinting, so that new service innovations may be handled.

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