

Quality of Service

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PA181 SERVICES - SYSTEMS, MODELLING AND
EXECUTION

How good your service is?

When there is some service, how good this service is?



Learning Objectives

- ❑ Recognize the importance of service quality
- ❑ Describe the five dimensions of service quality
- ❑ Develop a service measurement survey

Why is Service Quality Important?

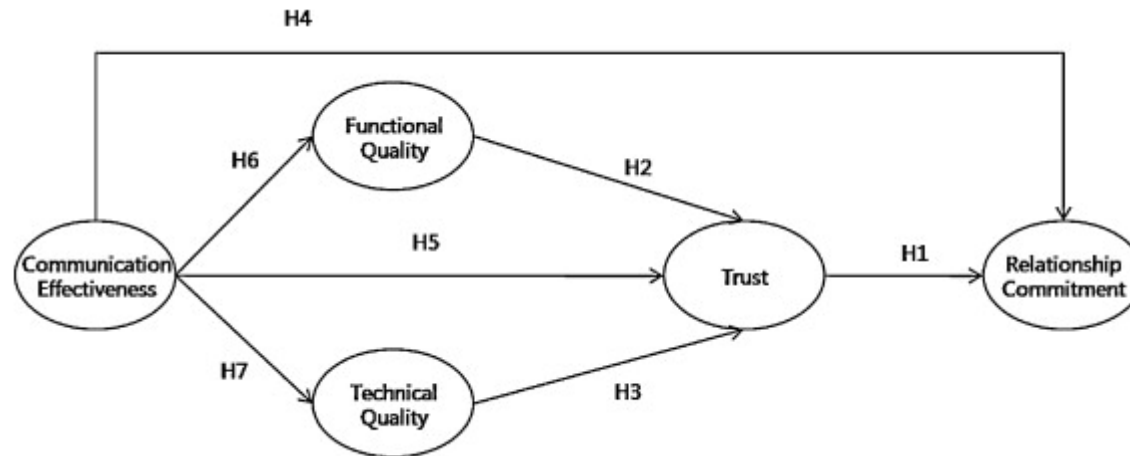
- ❑ SQ positively correlates with organization's financial performance
- ❑ Dissatisfied customers are likely to share their experience with more than 3 other people
- ❑ Six times more people hear about negative service experience than hear about positive one
- ❑ Customers' service expectations are constantly rising, while their tolerance for poor service is declining

Why is IT Service Quality Important?

- ❑ Customers often lack specialized knowledge; therefore, it is not easy for them to assess IT service quality, even after delivery

➔ communication with a customer is essential! (T-Shaped profile)

- ❑ IT Service Quality is a mediating factor between communication and buildup of trust with the customer



Comparison in real life



Comparison in real life



Service Quality or Quality of Service



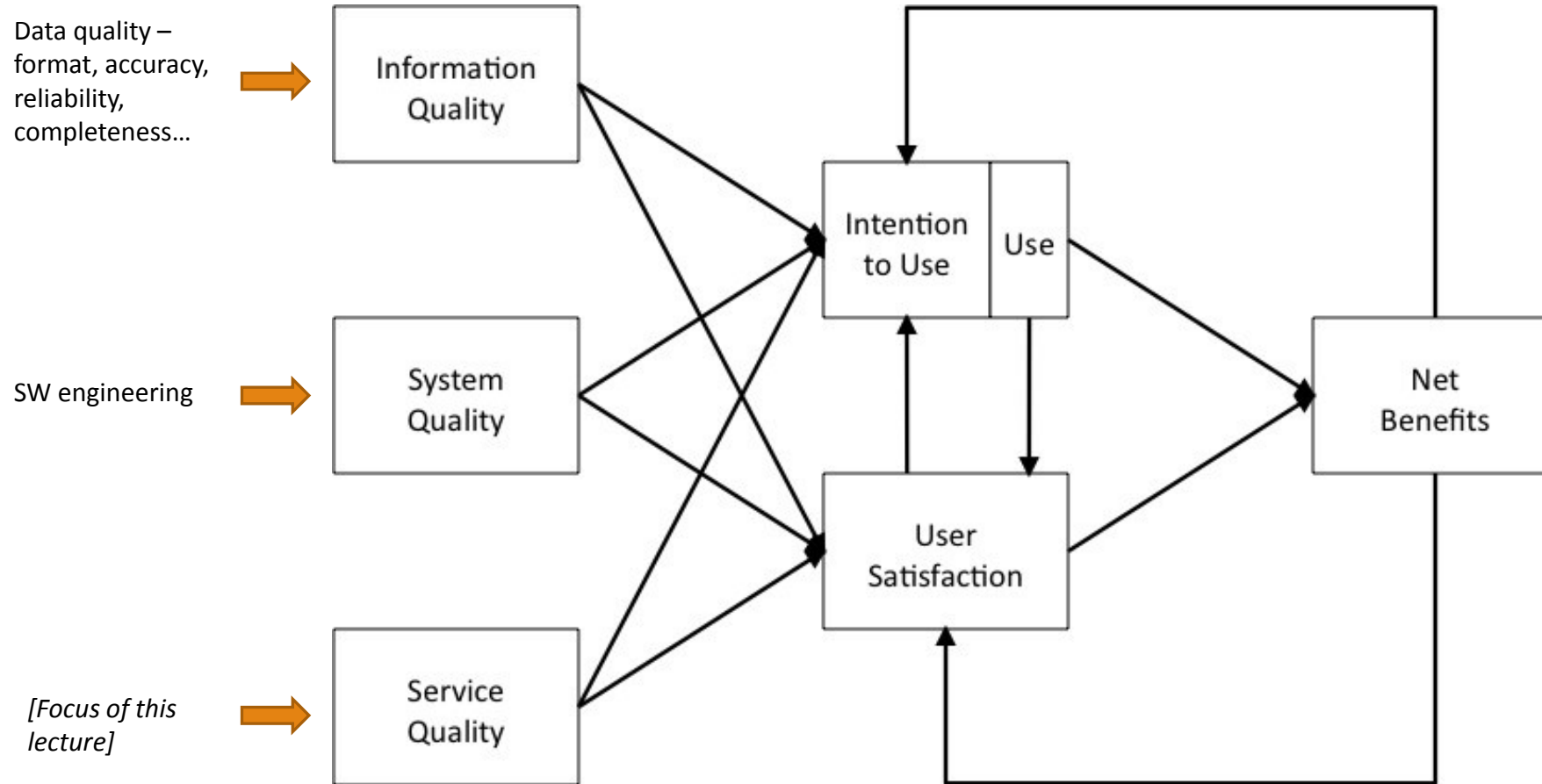
Scope of Service Quality

□ View quality from five perspectives

- Content – are standard procedures being followed?
- Process – is the sequence of events in the service process appropriate?
- Structure – are the physical facilities and organizational design adequate for the service?
- Outcome – what change in the status has the service effected? Is the consumer satisfied?
- Impact – what is the long-range effect of the service on the consumer?

Position of Service Quality

Information Systems Success Theory, DeLone and McLean (2002)



Evaluation of Service Quality

Metrics/Criteria/Dimensions



SERVQUAL: The Five Key Service Dimensions

Dimension	No. of Items in Questionnaire	Definition
Reliability	5	The ability to perform the promised service dependably and accurately
Assurance	5	The knowledge and courtesy of employees and their ability to convey trust and confidence
Tangibles	4	The appearance of physical facilities, equipment, personnel and communication materials
Empathy	5	The provision of caring, individualized attention to customer
Responsiveness	4	The willingness to help customers and to provide prompt service

Source: Based on Parasuraman, A, Ziethaml, V. and Berry, L.L., "SERVQUAL: A Multiple- Item Scale for Measuring Consumer Perceptions of Service Quality' Journal of Retailing, Vol. 62, no. 1, 1988



SERVQUAL Model

Dimensions of Service Quality

□ *Reliability:*

- Perform promised service dependably and accurately.
- Example: receive mail at same time each day.

□ *Assurance:*

- Ability to convey trust and confidence.
- Give a feeling that customer's best interest is in your heart
- Example: being polite and showing respect for customer.

Dimensions of Service Quality

□ *Tangibles:*

- Physical facilities and facilitating goods.
- Example: cleanliness.

□ *Empathy:*

- Ability to be approachable, caring, understanding and relating with customer needs.
- Example: being a good listener.

□ *Responsiveness:*

- Willingness to help customers promptly.
- Example: avoid keeping customers waiting for no apparent reason.
- Quick recovery, if service failure occurs

SERVQUAL Attributes

RELIABILITY

- Providing service as promised
- Dependability in handling customers' service problems
- Performing services right the first time
- Providing services at the promised time
- Maintaining error-free records

RESPONSIVENESS

- Keeping customers informed as to when services will be performed
- Prompt service to customers
- Willingness to help customers
- Readiness to respond to customers' requests

ASSURANCE

- Employees who instill confidence in customers
- Making customers feel safe in their transactions
- Employees who are consistently courteous
- Employees who have the knowledge to answer customer questions

EMPATHY

- Giving customers individual attention
- Employees who deal with customers in a caring fashion
- Having the customer's best interest at heart
- Employees who understand the needs of their customers
- Convenient business hours

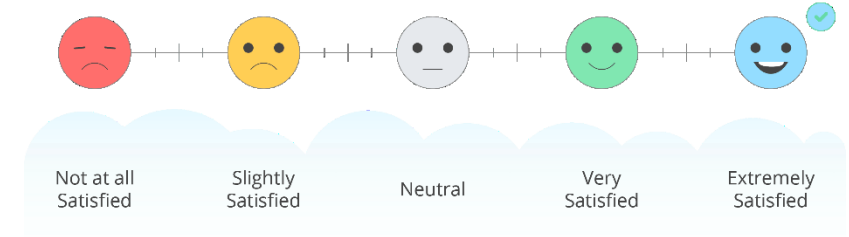
TANGIBLES

- Modern equipment
- Visually appealing facilities
- Employees who have a neat, professional appearance
- Visually appealing materials associated with the service

SERVQUAL Example for University Services

SERVQUAL dimensions	Service attributes
Realibility	The university makes a commitment to provide a service at the scheduled time The university keeps students' records accurately (e.g., test scores, student names) Relevant and up to date literature and lecture material Literatures and lecture materials can be easily understood Good and understandable teaching performance
Responsiveness	Important announcement is quickly informed to students (e.g., lectures schedule, exam schedule) The university is always ready to help students Clear notice about assignments and exams Lecturers recommend appropriate text book The university provides consultation time for students
Assurance	Lecturers have the required knowledge and education Students are equipped with good quality to work Availability of career service for graduates Safe environment Lecturers have the ability to answer questions from students
Emphaty	Friendly environment and respect each other Lecturers give relevant and appropriate tasks The availability of scholarship for students with good achievement Ease of obtaining lecture material Ease of administration related with the curriculum (e.g., payments procedure, courses selection) The university gives individual attention to each student
Tangibles	Effective communication between university and students The university provides the facilities that can be used to develop students' interest and talent (e.g., sport facilities, student activities club, etc.) Employees should be well dressed, appear neat, and professional The university provides the up to date equipments to support learning process (e.g., lab equipment, learning equipment in class, etc.) Clean environment (classroom, toilet, canteen, etc.) Library provides up to date learning source (e.g., books, journal, etc.) Campus cafeteria sells clean food with affordable price The availability of computer and internet access

Likert scale



Strong positive	Positive	Neutral	Negative	Strong negative
(1)	(2)	(3)	(4)	(5)

Strongly agree	Agree	More or less agree	Undecided	More or less disagree	Disagree	Strongly disagree
(1)	(2)	(3)	(4)	(5)	(6)	(7)

RATER – Tool for SERVQUAL

The RATER model allows customer service experiences to be explored and assessed quantitatively

RATER Model

	DESCRIPTION
Reliability	<ul style="list-style-type: none">• The ability to perform the promised service dependably and accurately
Assurance	<ul style="list-style-type: none">• The knowledge and courtesy of employees and their ability to convey trust and confidence
Tangibles	<ul style="list-style-type: none">• The appearance of physical facilities, equipment, personnel and communication materials
Empathy	<ul style="list-style-type: none">• The provision of caring, individualized attention to customers
Responsiveness	<ul style="list-style-type: none">• The willingness to help customers and to provide prompt service

Remarks for Service Quality

- We can **assess service quality** from the customer's perspective
- We can **track customer expectations** and perceptions over time and the discrepancies between them
- We can compare a set of **Servqual scores** against those of competitors or best practice examples