
KEYS TO IMPROVE SERVICE QUALITY FOR CREATION OF GOOD WORD OF MOUTH

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ABSTRACT

In today's world, service quality is critical to an organization's existence and success. It is now seen as a critical strategic issue for firms working in the service sector. Keeping in view the importance of service area, this study starts with introduction of service management, then service quality and its definitions. The purpose of the study is to elaborate the importance of management commitment to service quality in creation of customers' perception of service quality. The study explores the relationship between management commitment to service quality and effective employee involvement as well as between effective employee involvement and customer perception of service quality via literature review and then second it by theoretical backup. By extensive literature review and theoretical backing, current study is an effort to highlight the importance of service quality to achieve the customer satisfaction. The study also gives recommendations for future research, keeping in view the importance of service quality.

Keywords: Service management; service quality; employee rewards; customer service training; customer service orientation; effective employee involvement; job competence; job autonomy

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INTRODUCTION

In mainstream management theory, economies of scale and capital and labor productivity have traditionally been considered the driving elements behind a profitable business. Therefore, previously the primary focus of management was mostly on internal organizational efficiency. With the passage of time, customer satisfaction with the company's operations has become critical in managing service competition due to the importance placed on the external efficiency of the business, i.e. how well the company's operations are perceived by its external customers. Multifaceted features of services and type of service creation and consumption such as the intertwining of production and consumption and the role customers play as co-producers develop the external efficiency

of business. Of course, internal efficiency and cost considerations are still critical, but customer perception and external efficiency take precedence.

Moreover, quality concepts are becoming more important because of their impact on the public and society, many organizations are adopting these (Evans, 2017; Rukh et al., 2021). Quality management ideology has been a beneficial business practice in both the private and governmental sectors. As a management concept, total quality management has as its goal the creation of an organization culture characterized by higher levels of customer satisfaction through the active involvement of all employees (Afroze et al., 2021; Dahlgard, 2015). The success or failure of a comprehensive quality management program is believed to be determined by leadership, human respect, continual improvement, and fact-based management (Bordoloi et al., 2019; Deming, 1989). The chief executive's ongoing commitment to producing high quality is known as leadership. Overall quality activities originate from top management leadership (Dahlgard, 2015; Bordoloi et al., 2019). Improving operation management (process management, service design) is impossible without leadership support (Evans, 2017; Bordoloi et al., 2019; Kim, 2019; Wilson & Collier, 2000). It is estimated that top management is responsible for 85 percent of quality creation. The failure of a quality management system in an organization has been linked to a lack of top management commitment and enthusiasm for overall quality implementation.

Likewise, service management as a management philosophy is primarily concerned with controlling processes, with the underlying structures being secondary but not unimportant. When structures take over, operations lose their flexibility and ability to handle customer relations, information flow from customers, suppliers, distributors, and other stakeholders through the front-line to top management and back suffers (Peters, 1998). While the structure is designed to regulate behavior, management and supervisors frequently fail to recognize their roles to support their subordinates, resulting in lower the employees' involvement constantly and ultimately detreated service quality. As the perceived service quality deteriorates, customers are more inclined to depart.

The acceptance of service quality as a subject in the service business has expanded in recent years because it has driven the organizations to forefront of challenges. An organization's growth, success, and long-term viability are all dependent on the quality of its service, which is a significant, useful, and all-inclusive item on the management agenda. Moreover, the quality of an organization's service has grown increasingly important as a result of strong competition (Bazrkar, 2018). An organization's customers are one of the most critical environmental issues. Management's most important responsibility is to ensure that customers are satisfied with the services they are receiving. Senior executives' performance depends on their ability to keep a steady and persistent focus on the needs of their consumers (Bazrkar, 2018). As a result, customer feedback and satisfaction have become increasingly important for service businesses (Athar et al., 2021). Increasing management ties and understanding that consumers are the major focus of a firm are crucial in today's competitive business environment (Nguyen et al., 2007). Management must therefore engage in staff development to ensure both job satisfaction and the ability to provide improved services to employees through effective employee participation (Alvani et al., 2012).

Similarly, Loufrani-Fedida and Missonier (2015) advise that focusing on the client's needs is crucial for increasing overall performance. Solimun and Fernandes (2017) point out that one of the variables defining an organization's level of success and quality is its capacity

to provide services to its customers. With an increasing population and a growing emphasis on improvement in each sector of the economy to achieve competitiveness in the national economy, the issues of customer satisfaction and service quality are gaining more attention among researchers and scholars all over the world, particularly in the United States (Javed & Ilyas, 2018). To achieve long-term success, whether as a market leader or as a strategy to grow and survive, quality is essential (Solimun & Fernandes, 2017). In order to maintain the lead and stay ahead from their opponents in a volatile business situation, organizations must focus on economic conditions, ever-changing technology and global trends while concentrating on customers' desires beyond their expectations with improved service quality because the delivery of quality services is must to succeed in service industries (Meesala & Paul, 2018).

According to King and Cichy (2006), a service organization's commitment to high-performance service quality is motivated by the realization that the key to success is centered on the customer and developing a customer-centered philosophy in which the customer lies in the heart of organization. At the same time, effective firms recognize and encourage the critical role that their customer-contact employees play in providing a high-quality service experience (Ford et al., 2012). According to Loveman (1998), employees dedicated to providing high-quality service enhance good perception of customer. It is the responsibility of executives to spot out the features that motivate employees to demonstrate this level of commitment. A quality culture fosters employee dedication to excellence in all facets of their organization, including processes, systems, products and outputs (Bensinger, 2000). An organization's commitment to continuous employee education and training is critical to maintaining a high-quality culture. According to Bruhn et al. (2001), Employee empowerment is linked to quality. In addition, the researchers emphasize that firms must devote all of their efforts to ensuring employee and consumer satisfaction.

Problem Identification and Significance of Study

Because the ultimate goal of today's business activities is customer satisfaction, top management and frontline personnel must focus their efforts on this goal, for example, in the quest of service excellence, top management commitment to service quality (MCSQ) is a major influencer of employee behavior (Hartline & Ferrell, 1996). Leadership from top management is essential (Ashfaq et al., 2021; Khuwaja et al., 2020; Sureshchandar et al. 2002; Contreras et al., 2020; Ilyas et al., 2020; Iqbal et al., 2020; Ilyas et al., 2021; Iqbal et al., 2021; Ilyas & Abid, 2022). Furthermore, as Boshoff and Allen (2000) effectively established that even if top management is far-away from front-line personnel, its commitment to quality services and service recovery will always be needed for workforce to achieve these goals successfully. Jenkins (1992) cited a lack of top-level commitment as a major cause for quality improvement projects failure. Quality improvement programs are bound to fail from the outset unless top-level management is totally dedicated to service excellence (Zemke, 1991). The research on total quality management also emphasizes the necessity of top management participation as a reformer in introducing and implementing quality management in their company (Oakland & Sohal, 1996; Fowler, 1996).

Front-line employees' evaluations of MCSQ result in affective consequences (attitude theory Bagozzi's, 1992). Because the service given by front-line employees reflects the organization's image and influences customer views of service quality, therefore, front-line staff quality is crucial to organizational excellence (Cheung & To, 2010). Due to their cross-cutting functions, front-line employees are at the forefront of recovery process

(Bowen & Lawler, 1995). Front-line employees deal with approximately two-thirds of all complaints from customers; thus, their actions are critical to the firm's service strategy (Tax & Brown 1998).

Today's corporate world acknowledges the management idea that customers are the primary focus of the organization's operations. The organization's success depends on developing managerial connections with the organization's personnel (Nguyen et al., 2007). Because of this, management must finance employee trainings to enhance the service quality that customers' desire. The consistency between the service supplied and the customer's expectations are measured as quality service. Increased customer satisfaction may be a result of improved service quality. As a result, many academics state that customer satisfaction can measure the effectiveness of service quality initiatives adopted within a business (Kasiri et al., 2017; Hussain et al., 2015; Chou et al., 2014). Delivering high-quality service requires addressing the job needs of employees consistently by top management. As a result, it is necessary to examine, from the employees' perspective the strong association between commitment of senior management and service quality delivered to customers. In the end, customers should, of course, be taken into consideration while conducting an objective evaluation of an organization's service outcomes (Cheung & To, 2010). Total quality management and service management (SM) have stressed good service quality. The current study has explored the importance of MCSQ in pursuance of CPSQ.

The constant pursuit of service quality can be seen from two perspectives (Walle, 2018). One perspective is the desire of the service organization to survive and compete in a global context (Walle, 2018). As a result, top management tend to prioritize employee involvement and service quality to achieve good customer perception. The second perspective is from the customer's standpoint i.e. a desire of customers for improved quality services (Walle, 2018) which can be the product of MCSQ and effective employee involvement (EEI). Both perspectives ultimately desire customer satisfaction.

Research Objectives

Following are the main research objectives of the study:

- To discover the contribution of management commitment to service quality (MCSQ) in employee effective involvement (EEI).
- To explore the impact of employee effective involvement (EEI) on customer perception of service quality (CPSQ).

LITERATURE REVIEW

Service Management

In the 1970s, a critical mass of academics began to investigate services. Service management emerged as the most performing discipline, followed by human resource management, quality management, operations management, and other areas. It was an approval against the overemphasis on industrial sector and the abandonment of the service sector. Grönroos (2007), Palmer (2007), and Lovelock & Wirtz (2004) all mention service in their research and business school courses. Significant concerns have been highlighted, and vital contributions have been made throughout the last three decades. Research on services was transnational and particularly protuberant in the France, UK and Northern Europe, despite US researchers mainly controlling the stage. The distinctions between products and services were highlighted. However, over time, the emphasis evolved to one

in which commodities and services are linked, and service is considered as a perspective for anything that provides a service (Wyckham et al., 1975; Normann, 2001). Though, the time was not suitable for a complete transition. Service research was not a small achievement to get service on the agenda. It sparked a flood of attention, particularly amongst the younger group of scientists. Many famous marketing scholars first rejected or shunned it, maybe because it generated uneasiness, but it gradually received attention of the academicians. It counts as a significant period of change, with numerous crucial contributions. The result is known as "mainstream service management."

In the United States, like in other Western societies, services have become increasingly important. The service sector accounts for half to two-thirds of economic activity in these economies (Gronroos, 1990). This trend necessitates a profound grasp of service features and the nature of service competition on management, i.e. management must recognize that classic management approaches and manufacturing common wisdom can frequently be a trap in service contexts. This is referred to as service management. The following is Gronroos' (1990) definition of service management. The goal of service management is to:

- Understand the utility or value customers receive from consuming or using the organization's packages, and how services, alone or in combination with goods or other tangible things, make a contribution to this utility, that is, to know how total quality is viewed in customer relationships and how it fluctuates over time;
- Grasp how the entity (its people, physical assets, technology as well as its processes and customers) will be capable to develop and deliver this utility or quality;
- Comprehend how the organization should be built and managed to achieve the desired utility or quality; and
- Enable the organization to perform so, that this value or quality is reached and the goals of all stakeholders concerned (the company, its customers, other partners, society, and so on) are realized.

This is a rather detailed description of what service management entail. A more concise definition may be more appealing, but it is also less comprehensive. Service management is a comprehensive organizational approach that puts the customer's perception of service quality at the heart of all company operational decisions (Albrecht, 1988). It can be stated even more succinctly, as Schneider and Rentsch (1987) demonstrate. They claim that companies who follow service management concepts see "service as the organizational imperative."

Principles of Service Management

When compared to the traditional management style utilized in manufacturing, the service management concepts implicitly include two significant shifts in approach (Gronroos, 1990). These are the following:

- There is a shift in focus from internal performance consequences to external performance significances for customers and other stakeholders.
- A shift from a structural to a process-oriented mindset.
- These shifts indicate a change in emphasis from inside-out to outside-in management. Both are required for a service strategy to be implemented properly. As a management philosophy, service management is primarily concerned with managing processes, with the primary structures being secondary. The liveness of procedures and the management of customer interactions will deteriorate if the structures take control.

Managers and supervisors' encouragement and support dwindle, and employee motivation weakens as a result. The perceived service quality declines in the next phase and customers are likely to leave.

According to Gronroos (1990, 2016), the emphasis on process and external consequences pave the way towards some quite exceptional principles of service management, which transform traditional approaches to (1) business logic and what drives profit, (2) decision-making authority, (3) organizational structure, (4) supervisory control, and (5) reward systems; and when there is a shift in the focus of reward systems, different tasks and types of achievements than traditionally have to be (6) monitored and measured. The six principles of service management are summarized in Table 2.1.

Table 2.1
Principles of Service Management (Summary)

Principle of service management: a summary			
Principle:			Remarks:
(1)	The service profit logic as business driver	Customer perceived service quality drives profit	Decisions on external efficiency and internal efficiency [customer satisfaction and productivity of capital and labor) have to be totally integrated.
(2)	Decision-making authority	Decision-making has to be decentralized as closed as possible to the organization-customer interface.	Some strategically important decisions have to be made centrally.
(3)	Organizational structure	The organization has to be structured and functioning so that its main goal is the mobilization of resources to support frontline operations.	This may often require a “flat” organization with no unnecessary layers.
(4)	Supervisory control	Managers and supervisors focus on the encouragement and support of employees.	As few legislative control procedures as possible, although some may be required.
(5)	Renewal systems	Producing customer perceived quality should be the focus of reward systems	All relevant facets of service quality should be considered, although they cannot always all be built into reward system.
(6)	Measurement focus	Customer satisfaction with service quality should be the focus of measuring achievements.	To monitor productivity and internal efficiency, internal measurement criteria may have to be used as well.

Service Quality

At the heart of service management is a 'service imperative' and the MCSQ (Gronroos, 2016). Deeds, processes and performances have all been used to characterize services, which are behavioral rather than physical entities. For the benefit of another individual or organization, a service is an act, procedure, or action executed or co-produced by one individual or organization. According to a comprehensive description, all economic activities whose output is not a tangible product or structure, is normally used at the moment of generation, and provides additional value in kinds (such as comfort, entertainment, punctuality, convenience, or wellbeing) that are immaterial concerns of its purchaser. Rathmell (1966) Services are defined as "actions, doings, performances, or

attempts" and were distinguished from goods in terms of their characteristics. According to Kumar (2018), service delivery is a continuous process of communication between the service supplier and the customer. These services cover a extensive variety of intangible activities to resolve customers' problems in return for financial or physical resources.

Quality has long been seen as a strategic instrument for achieving efficiency in operations and enhanced performance of organization (Babakus & Boller 1992; Garvin, 1988; Anderson & Zeithaml 1984). The generally agreed finest description of quality is offered by people who recognize a necessity for a specific service or product. Some products and services appeal to a variety of customers, and each customer may have distinct needs and definitions of quality. "Conformance Quality" is defined as the company's capacity to provide goods and services that meet or exceed expectations in consistency and trustworthiness at a reasonable price while conforming to the quality attributes established in the quality studies. Qualified conformance means that products and services meet or exceed their specifications with no deviations. An item or service's performance quality refers to how well it performs in the market place. it is completed when customers and clients are brought back into the equation. Product or service performance in real-world scenarios is a primary objective for any organization.

The customer's expectations, desires, and requirements are considered in the user-based approach of quality, and it is argued that these must be fulfilled. It is grounded on the notion that quality is in the eyes of the observer and that quality cannot be claimed to exist until the customer is entirely satisfied. Finally, quality is seen as an exchange between price and value of product/service in the value-based perspective. Quality is defined as "affordable perfection" when the trade-off between performance (or compliance) and the price is considered (Lovelock & Wirtz, 2004).

Defining Service Quality

Different experts, scholars, and professionals have defined and conceptualized service quality differently. Service quality is defined as a comprehensive assessment of a company's service offerings or a commitment to excellence (Parasuraman et al., 1988), as well as a standard of excellence for satisfying client expectations and adjusting to fluctuations in attaining that standard of excellence (Seyanont, 2007). The customer's perceptions of trustworthiness, assurance, responsiveness, understanding and actual quality are reflected in an evaluation of service quality (Wilson et al., 2008). It is a term that revolves around perceived quality, defined as a customer's assessment of an object's superiority or excellence (Zeithaml 1987). Services are judged on their ability to meet the explicit or implicit needs of their customers and if they do so, they are considered to be of high quality (Johnson & Winchell, 1988).

To put it another way, service quality is the difference between what clients expect and what they really receive from a service (Parasuraman et al., 1985). Customer dissatisfaction occurs when their expectations are exceeded by the service's ability to deliver on its promises. In alternative way, a customer's evaluation of their expectations about services and their impressions of the service delivery method can be used to gauge the quality of a service (Parasuraman et al.,1988). A company's ability to fulfill or surpass expectations of customer is an indicator of high service quality (Parasuraman et al., 1988). Service quality is also impacted by a mismatch between what clients expect and how they perceive it (Zeithaml et al., 1990). According to customer expectations and supplier perspectives, perceived quality can be measured. To put it another way, the research of Parasuraman et

al. (1988) and Zeithaml et al., 1990, Customers' demands and expectations are the primary determinants of service quality.

Service quality has been recognized and established as one of the primary determinants of organizational existence and sustainability and critical to the firm's success. (Rust & Oliver, 1993). It is an essential aspect of the workplace, especially for a service-oriented organization that creates customer loyalty and service quality. The level of service delivered to consumers should be consistent to ensure customer satisfaction and loyalty. As a result, many researchers believe that customer satisfaction and loyalty can be utilized to affect a company's service quality metrics directly (Kasiri et al., 2017; Orel & Kara, 2014; Hussain et al., 2015).

Customer Perception of Service Quality (CPSQ)

Perception is how individuals develop opinions about their surroundings, analyze them, and give them meaning. Individuals may have quite different perspectives on the same event, and their perceptions may range dramatically from objective truth (Cook, 2000). Perceptions can be defined in different ways. Customers' five senses help them receive, organize, and interpret the significance of the information and events they encounter and develop perceptions. It gives context to the situation in which the customer finds himself or herself (Stydom et al., 2000). The customer's perception can be regarded as the culmination of a vast number of observations. Additionally, perceptions of customer are evaluated in terms of service quality and customer contentment.

Customers' expectations are based on the services as a result of their particular needs, word of mouth, and previous experiences. Customers' perceptions of a service's value are also influenced by their prior experiences. The consumer then assesses the perceived quality of the service by comparing it to what they had expected.

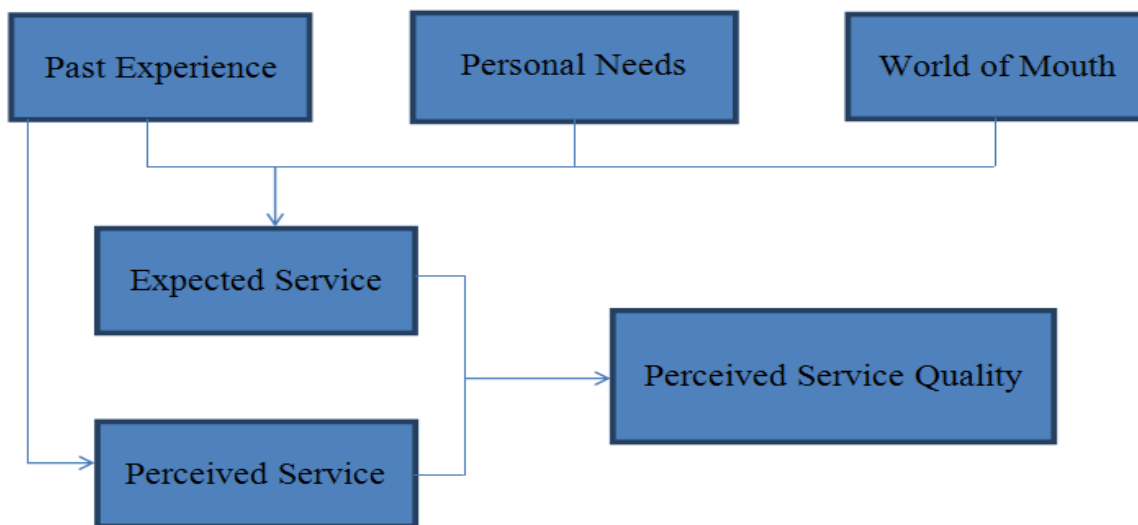


Figure 2.8: Extraction of Perceived Service Quality

Perceived service quality is shown in Figure 2.8 to be determined by the discrepancy between expected and perceived service quality; if expected service quality is lower than perceived service quality, perceived service quality will be greater; if both are equal, perceived service quality is okay; and if expected service is higher than perceived service quality, perceived service quality will be lower. There is a great deal of discussion about

perceived service quality when it comes to the topic of service quality in service marketing literature (Lee & Yoo, 2000). Customer satisfaction is measured by how well a business satisfies the expectations and needs of its clients (Parasuraman et al., 1990).

Service quality is extensively known as a significant feature in ensuring an industry's competitiveness in the face of fierce competition in the service industry (Ladhari, 2008; Karatepe et al., 2005) and it is viewed as a critical aspect in an industry's service competitiveness (Porter, 1985; Parasuraman et al., 1985, 1988). It is widely accepted that service quality is subjective (Wille, 2018) and the amount of customer service excellence can be used as a metric of this quality (Zeithaml et al., 2011). The quality of a services is evaluated by a customer depending on how much it meets their needs and expectations, and the actual service is then compared to those expectations (Ennew & Waite, 2013). Understanding the concept of customer perception is essential for providing excellent service (Mmutle & Shonhe, 2017).

Depending on the product or service's objective, a customer's assessment of a product's overall quality or superiority over competing options is referred to as its "perceived quality" (Keller, 2008). When it comes to "superiority," the contrast is between one's nature or one that includes an objective or structural attribute of a thing. Perceived quality is a way of thinking about satisfaction and comparing one's expectations to one's views of performance. We also feel that an accurate assessment of the customer's attitude is necessary to determine whether or not the quality of the service is satisfactory (Fuller et al., 2003).

Customer expectations, service outcome, and service delivery method are the significant constructs of customer perception of service quality (CPSQ) (Ghobadian et al., 1994). According to Yoo & Park (2007), employees are a vital component of perceived service quality since they are integral to the service process. Promoting surveys, online networking, advertising, interpersonal encounters, and other channels all impact customer perception (Ashima, 2017). According to Edvardsson (2005), the stages of delivery and consumption are stages where service quality perceptions are formed. Customers' negative and positive experiences and their good and bad opinions about the organization have a substantial effect on perceived service quality. Similarly, due to their research, O'Neill and Palmer (2003) concluded that a customer's previous experiences with a particular service significantly impact their opinion of service quality.

Management Commitment to Service Quality (MCSQ)

MCSQ is described as the deliberate selection by the organization of quality approaches as strategic and operational tools and the adoption of strategies such as the provision of effective management and resources for the acceptance and execution of quality programs (Ahmed & Parasuraman, 1994). The positive correlation exists between the quality of service and the level of management commitment to quality (Hartline & Ferrell, 1996; Boshoff and Allen, 2000), the neglecting in this area can lead to service breakdown as well as the complete collapse of quality enhancement initiatives (Jenkins, 1992; Zeithaml et al., 1990). Top management may be distanced from the front-line staff but their dedication to providing excellent service is a compulsory for them if they are to succeed in meeting their service quality objectives (Boshoff & Allen, 2000). According to Sureshchandar et al. (2002), leadership and vision from the top of the organization are critical to service quality. The failure of quality improvement programs can be credited to an absence of senior management support (Jenkins 1992). For any improvement measures to be successful,

management must be totally committed about providing excellent customer services from the outset (Zemke 1991).

According to Cheung & Millissa (2010) management's commitment to quality of service is defined as a deliberate preference of quality for the organization's effective and strategic action, as well as connectivity with actions such as perceptible governance and funds for the selection and execution of procedures that enhance quality. Training, empowerment, and rewards have all been proved in the past to be excellent markers of managerial commitment to the provision of services (Bazrkar, 2018). Efficient governance and objectives mean nothing, unless employees believe in them and have defined the commitment of management to services as an appraisal by employees of the firm's commitment to employee growth, support and recompense to get outstanding services (Babakus et al., 2003). Investment in service quality must be seen as an investment in the long-lasting health of the company. However, it is important to realize that the connection between service quality and profit is not a straightforward one. According to researchers, it is important to distinguish between aggressive and defensive impacts when the impact of service quality on revenues is required to understand. Bazrkar (2018) stated that improved service quality attracts new clients and allows the firm to retain current customers.

Total quality management literature also considers commitment of leadership amongst the most critical criteria (Singh & Sushil, 2013) for quality implementation. Vouzas and Psychogios (2007) assert that top executives is in charge of the process, assumes responsibility and enables work plans related to quality. Several studies have shown that leadership is an essential component in performance improvement (Dubey et al., 2015; Bhat & Rajashekhar, 2009; Vouzas & Psychogios, 2007; Talib et al., 2011). Furthermore, senior management dedication is critical in achieving organizational excellence (Ngambi & Nkemkiafu, 2015; Kanji, 2001). Effective leadership may maximize the value of strategic planning and decision-making by making the right choices. Leaders have a critical role in enhancing the quality of services and products provided by the organization. It is also evident that if the cognitive styles of executives do not align with the total quality management focus, the organization's smooth operation may be jeopardized (Kumar & Sharma, 2017). In Motwani's (2001) description, quality management has been seen as a home and commitment of top management as its foundation so that the home may stand firmly with a strong foundation.

Zairi (1994) stat that leadership in total quality management plays a role of directing people, providing clear vision, building their communication abilities, increasing their ability to share information, growing insight as well as improving synergistic value-added. Management is also critical in facilitating the organization's successful adoption and implementation of total quality management principles (Arooj, 2018). Leadership integrates tangible and intangible assets to achieve better performance (Amit & Schoemaker, 1993). High levels of leadership, commitment of upper management and support for total quality techniques adoption are likely to result in significant improvements in organizational performance (Hendricks & Singhal, 2001).

According to Bazrkar (2018), employees' attitudes toward customer service are influenced by management's dedication to providing excellent service. In other words, the attitude of employees and, ultimately, the success of the company are influenced by the dedication of management to services. It is a mutually beneficial situation for both managers and their employees when management treat their employees well, they in turn will provide required

services. According to Fuller et al. (2003) having a sense that their superiors are also committed to the company, encourages employees to be more engaged at work. In contrast to managers who are working in the organization since long and have won numerous awards from it, new employees are more likely to have a lower level of loyalty to the company (Bazrkar, 2018). Companies should convey to their front-line workers that they are committed to supporting them in their work and that they are rewarded for exceeding expectations. Improved customer service encourages clients to make repeat purchases and spreads the good word about your business. Bazrkar (2018) highlight that as the business has discovered what customers have and what they want, it can deliver services more efficiently and effectively to customers, therefore reducing or eliminating unneeded services. The organization's profitability will rise as a result of increased efficacy and competence in the delivering the services (Mohammad & Alhamadani, 2011).

According to Forrester (2000), the notion of service quality commitment needs to be articulated from the employees' viewpoint because leadership wishes and virtuous aims are meaningless unless employees perceive them as such. The study on the way describe commitment of management to service quality as assessed by employees in the form of organizational obligation to nourish, care, promote and compensate its personnel in order to attain quality in services. A combination of literature on the services management (Tax and Brown, 1998; Bowen and Lawler, 1995) advocate that empowerment (Steinke, 2008), training (Young et al., 2009), rewards (Rad & de-Moraes, 2009), and customer service orientation (Lyon & Powers, 2001; Rashid & Jusoff, 2009) are all critical aspects of the factors and MCSQ is expressed through a concurrent focus on all four variables.

Employee Rewards

Rewards have been viewed as an essential strategic tool in motivating employees to complete their work (Lawler & Cohen, 1992). It performs a significant role in attracting, retaining, motivating, eliciting, and reinforcing the employee's intended behavior (Bustamam et al., 2014). It is also linked to performance of employees in service distribution as a component of service quality (Lynn et al., 2000; Liao & Chuang, 2004).

Customer Service Training

Customer service training is vital in the service organizations, especially for frontline employees, as a part of their preparedness for dealing with dissatisfied customers. The value of service training has been demonstrated in another study as most required when an employee who lacks the necessary professional and social skills fails to deliver high-quality services and handle customer grievances (Yavas et al., 2003). Furthermore, according to Boshoff & Allen (2000), organizations should not only pick and empower the best people for the job, but they need to train their employees to deal with the confronted circumstance.

Empowerment

Literature on service management define empowerment as a shared control (Savery & Luks, 2001), utilization of employee creativity and verdict in work performance (Hartline & Ferrell, 1996), flexibility and capability to take decisions and commitments (Slatten & Mehmetoglu, 2011). The importance of empowerment in providing excellent customer service cannot be overlooked (Hartline et al., 2000). Employee empowerment reduces the employee's long chain of command, which is especially important when dealing with a displeased client (Babakus et al., 2003). This will enable the employee to efficiently respond to any service problem, such as a technical glitch, timely and suitable.

Customer Service Orientation

Brady & Cronin (2001) stated that customer service orientation encompasses a variety of customers' interactions, including a warm welcome, a positive attitude, a prompt problem resolution, and appropriate follow-up. Recognizing the requirements of its customers is critical to the firm's victory. Organizations may provide appropriate customer service based on this understanding, which is crucial for customer retention (Payne & Frow, 2005). Top-level management must support customer service orientation in implementing strategic initiatives (Manu & Sriram, 1996; Cagliano et al., 2006).

Effective Employee Involvement (EEI)

Academics and practitioners agree that organizations' most valuable asset is their employees in today's era (Eskildsen & Dahlgaard, 2000). Without employees, a company would not thrive or achieve its objectives. This is especially true in recent years since employees have become one of the essential foundations of competitive advantage in the new millennium. They are the inventors of new ideas and improvements required in today's increasingly competitive marketplaces. Organizations can be differentiated from one another based upon their employees. Finding knowledgeable and committed professionals are becoming increasingly important for today's organizations since these employees may boost organizational productivity and enhance quality. Employee involvement becomes increasingly vital to the company's survival in this scenario.

Historically lot of research has been undertaken on employee involvement (Sumukadas, 2006; Barringer & Bluedorn, 1999; Sun et al., 2000; Amah & Ahiauzu, 2013; Noah, 2008). As a result, the literature contains a variety of definitions for this topic. According to Lawler (1996), employees' engagement/involvement is achieved when employees at all levels of an organization are empowered and given the resources necessary to carry out their roles effectively; in addition, these employees are also compensated for their efforts. Barringer & Bluedorn (1999) highlight that involvement is a term used to describe the extent of employee participation in a company's strategic plans initiatives. In this type of delegation of authority, workers are given more responsibility and autonomy to overcome the miscommunications between management and subordinates (Noah, 2008). Employee involvement has been characterized by Kearney (1997) as the process of generating a psychological sense of ownership across employees in the organization, and it can be achieved by engaging staff in the information processing, decision-making and issue solving.

It may be argued from these definitions that employee involvement is not a new notion. Individuals will dedicate additional time and energy to their jobs if they own a higher degree of job involvement. As described by Lawler et al. (1992), the extent to which employee feels a control over its work is measured by its level of participation in the organizational job. Job competence and job autonomy are indicators of employee involvement (Peccei & Rosenthal, 2001).

Job Competence

A person's capacity to complete a work effectively is referred to as its level of competence. In 1959, article by R.W. White, the term "competence" first appeared as a concept for performance incentive. In his book "Planning the Executive Development Program," Craig C. Lundberg defined the concept in 1970. When David McClelland published his landmark study "Testing for Competence Rather than for Intelligence" in 1973, the term gained traction. Boyatzis and others, like T.F Gilbert (1978), have since promoted the idea in

conjunction with performance improvement. Its application varies greatly, resulting in a great deal of misunderstanding.

The term "competence" has been defined by some researchers as an integration of academic and practical knowledge, skills, intellectual capabilities, conduct and values that are useful to enhance efficiency; and consider as the requirement or a quality to become appropriate or proficient to undertake an assigned role. Competence is relevant to performing their job under the customary conditions to achieve the objectives of duty at hand. If someone possesses an innate capacity demonstrated in action, they can also be deemed competent. Competence is an ability that can be demonstrated in the performance of specific organizational duties (Rychen & Salganik, 2002). According to Weinert (2001), competency is a result of meeting the demands of one's job and one's daily life. Competence is an essential attribute owned by individuals directly associated with satisfying a position's criteria. As a result, it can be inferred that competence is a capability that must be demonstrated if required by the job at hand.

Job Autonomy

Job autonomy is a significant and crucial job design element (Karasek & Theorell, 1990; Fried & Ferris, 1987; Zara et al., 2022). It Job autonomy can be described as the degree to which an organization's workforce determines the schedule for its operations, the equipment it uses, and the procedures it follows (Hackman & Lawler, 1971; Hackman & Oldham, 1975). Job autonomy relates to how much control an employee has over the pace, order, and approaches used to complete work. Job autonomy differs from job liberty in that the latter relates to an employee's ability to make decisions about work and pick which tasks to do (Meitar et al., 2009).

Because of the freedom to try out new combinations of work practises that comes with job autonomy (Hackman & Oldham, 1976), employees can be more creative in their work (Wang & Cheng, 2010). According to Shalley & Gilson (2004), employees who have more control over their workday can experiment with new approaches to solving problems. As a result, employees in these situations will have a lot more chances to come up with innovative ideas and show their creativity at work.

Theoretical Basis

Several authors have emphasized the significance of internal support activities and operations as the primary link to external customer satisfaction (Jablonski, 1992; Davis, 1991; Sanfilippo, 1990; Milite, 1991). Similarly, the effectiveness of internal service operations has been highlighted as one of the fundamental aspects of service quality plan (Nagel & Cilliers, 1990; Feldman, 1991), resulting in long-term reduced costs and increased financial rewards (Rowen, 1992; Davis, 1991). It has also been linked to organizational quality cultures (McDermott & Emerson, 1991; Albert, 1989).

In order to pursue these ideas further, several researchers have contributed to the development of a theoretical framework within which the concept of internal customers can be investigated and contested. This concept was addressed in light of the internal procedures involved in the service production system. Service, according to Shostack (1984, 1987), is a system composed of interconnected and participatory components. Furthermore, Grönroos (1990) defines the service production process as a structure of systems comprised of interdependence and interrelationships among a variety of sub-processes. He claims that every service operation consists of internal service activities to enhance one another and contends that poor internal service will harm the ultimate service

to its customers. George (1990) agrees with this assertion, arguing that a significant number of support personnel who do not interact with consumers indirectly impact the services finally offered to customers. He contends that these support people should regard contact employees as internal customers. The relevance of the internal customer-supplier relationship in meeting customer requirements has been established in service quality research. Findings from an extensive research project in various service companies conducted by Berry's research team (Parasuraman et al., 1985; Zeithaml et al., 1988, 1990) reveal that internal customer-supplier relationships play a particularly important role in the discrepancy or gap that can exist when employees are unable or unwilling to perform service at the specified level.

Social Exchange theory states that employees are more likely to reciprocate when they believe the organization's leaders are highly competent (e.g., good management, communication, and interpersonal skills, respect people in the organization, and work hard to achieve the organization's mission). Employees respond positively to good leadership actions and practices (Gould-Williams & Davies, 2005). The leader-member exchange theory suggests a vertical dyadic connection that is mutual, honest, and balanced. Employees may react with more statutory behavior or put increased efforts in the discharge of their duties when leader-member interaction is of excellent quality (Bahl & Dadhich, 2011). Poor quality leader-member interaction, on the other hand, will push employees to fulfill obligatory transactions but not always to go above and beyond. Management styles and attitude of leaders as perceived by employees have an impact on their work behavior and attitudes, as well as their contribution to service quality (Meng & Wu, 2015).

Keeping in view the reciprocal behavior of employees, the human resource or employee development theory emphasizes that the beliefs and actions of frontline employees are affected by the behavior and attitudes of their supervisors. According to human resource or employee development theory, learning takes place when people interact with their circumstances and then evaluate resulting experiences (Swanson & Holton 2001; Pedler & Boydell 1980). Human resource development encompasses personnel at all levels of the company, and communicating with one another is an important component of the process (Herriot 1992; Birdi et al., 1997). Furthermore, personal and collective growth needs and objectives are socially debated as both actors strive to meet their own demands while being influenced by the activities of the other (Maurer et al., 2002; Antonacopoulou 2000).

Above written theories highlight that employees as an interpreter of senior management's behavior and representative of the organization to the customer play a key role in creating good perception of employee. Social exchange theory and human resource development theory state that commitment of senior management to service quality is reciprocated by employees as perceived by them and ultimately obvious in employees' attitude and behavior.

Management Commitment to Service Quality (MCSQ) and Effective Employee Involvement (EEI)

Leadership is a critical factor in quality management, service design and innovation (Deming, 1989). Researchers such as Hartline & Ferrell (1996) Boshoff & Allen (2000) have found that MCSQ significantly impacts the quality of the service provided. The negligence in this field can pave a way towards customer dissatisfaction (Reeves & Hoy, 1993) as well as the disaster of quality enhancement plans (Jenkins, 1992; Zeithaml et al., 1990). The quality leader of service organizations, whether intentionally or unintentionally, creates an environment or philosophy that specifies the standard of behavior or principles

that will influence total quality management in the organization (Bordoloi et al., 2019). When executives show commitment and a positive attitude toward achieving exceptional quality, the organization's performance improves. The findings reveal a positive link between managerial dedication to service quality and successful employee participation (Bazrkar et al., 2018). Past research also highlights that employee involvement is favorably associated with commitment of management to service quality (Wreder et al., 2008).

According to Forrester (2000), employee evaluation of management initiatives is an effective technique to objectively analyses initiatives linked to management commitment to service quality. According to Babakus et al. (2003) management's synchronized focus on empowerment, training and rewards demonstrates its dedication to high-quality service. If higher management is dedicated to enhance quality of services, better training resources will be provided to employees. As a result of this training, employees may be better able to handle unexpected job obstacles and generate useful ideas for decision-making. Employee development is therefore a priority for management in order to ensure job satisfaction and the capacity to give improved services to customers via active employee participation (Alvani et al., 2012). A significant part of employee satisfaction is having the freedom to make decisions about their work and how they interact with customers, and this freedom can be achieved without the requirement for management approval.

Furthermore, successful participation allows employees to communicate with coworkers while at work. This sense of matching is enjoyed by employees when their ideas are passed. Therefore, in response, job satisfaction increases (Dev, 2009). Employees could also have greater say in how services are delivered. For example, they will have more control over the job and be assigned more authority for resolving issues and taking decisions on service policies (Rees, 1995; Peccei & Rosenthal, 2001). Such as, employees could customize the firm's services to match the individual demands of their customers without having to go through the layers of bureaucracy that are a typical practice in large service organizations. Employees must be informed by management about the company's vision of service. Employees will be more likely to share their ideas for improving services if this vision is tied to their prosperity. Focus of management on customer service would inspire employees to be more engaged in offering services to customers. Therefore, it is stated that:

MCSQ has positive impact on EEI.

Effective Employee Involvement (EEI) and Customer Perception of Service Quality (CPSQ)

Employee involvement allows employees to improve their skills, conduct/behavior and attitude, and give them more discretion on the job, allowing them to love their work. On the way, researchers highlighted that It is possible that consumers' views of service quality and satisfaction influenced by employee behavioral patterns (Kim & Ok, 2010). Customer retention, contentment and regularity have increased as a direct result of improving the customer experience, which has been related to an increase in profitability (Salanova, et al., 2005; Liao & Chuang, 2004).

According to Riordan et al. (2005), firms gain from employee competencies in form of high-quality products and services in extremely competitive settings, such as the service industry, when employees have a strong sense of involvement and belonging to a team. Elevated training provided to employees has been found to foster high-involvement cultures in organizations. As a result, organizations with high involvement cultures develop good-quality products or services (Han & Ryu, 2009; Riordan et al., 2005) and, as a result,

have a better chance of gaining a positive customer perception of quality. The climate of employee involvement has produced results that promote organizational effectiveness. The financial performance, reduced turnover, and improved morale all benefit from an employee involvement (Riordan et al., 2005). Schneider & Bowen (1993) discuss how service organizations, in particular, require a strong culture featuring significant employee involvement. Employees who interact directly with customers and managers in the divisions of a service business must be given the highest priority in providing excellent services.

Despite the scarcity of research on the culture of involvement, some studies have found links between empowerment and involvement, supporting the findings of this research (Zohar, 2000, 2002; Patterson et al., 2004). Employee involvement in an organization's decision-making process is mentioned as a source of empowerment (Richardson & Vandenberg, 2005). Satisfaction of customers can be improved by providing workers with adequate authority (Bennett & Durkin, 2002). Employees must be mindful about their authority when it comes to solving problems, resolving disagreements and taking actions in the organization's and customers' best interests. The employee's existence with authority essential to ensure customer commitment and that customers' needs are delivered swiftly and on time is anchored in the escalation of competition and the desire to emerge successfully from this battle. Samat et al., (2006) found that an employee empowerment and job competence have a significant impact on service quality. Employee involvement is one of the most essential approaches to human resources that helps employees deliver exceptional service. (Schneider et al., 1998). Employees with effective involvement can share knowledge about consumer evaluations (Johnson, 1996), solve problems, and come up with new concepts (Schneider et al., 1980). This gives them direction for meeting customer service expectations. If service provider is meeting expectations of customer, it may receive a higher rating for service quality. Employees are more inclined to share thoughts on improving service performance when they are appropriately involved in decision-making (Peccei & Rosenthal, 2001). Self-actualization needs of employees are fulfilled when senior management listens to and acknowledges their opinions, and it also pushes them to work harder to meet customer service expectations (Herzberg, 1966) and create customer god perception. Therefore, we propose that:

EEI has positive impact on CPSQ.

Keeping in view the theoretical and logical arguments, the model claims that, empowerment, training and rewards will convey strong message to employees related to the management commitment to service quality. Frontline employees' active involvement and connection to their organization will be influenced by their perceptions of training, autonomy, and incentives. Customers' perceptions of service quality are said to be influenced by staff' active participation and commitment. In other words, management's commitment to service quality is predicated on frontline personnel' meaningful commitment replies. Customers' perceptions of organizational service quality are improved as a result of effective commitment responses.



Discussion:

Moreover, organizations have been forced to the forefront of challenges in global world by the issue of service quality, which is now widely accepted in the service industry. As a strategic, relevant, and complete item on the management agenda, quality of service is vital for the long-term viability and growth of the business. Organizations place a high priority on customer perceptions, which necessitates that senior management to maintain consistent commitment to meeting their customers' needs. Studies show that management's dedication to service quality has a substantial impact on service quality (Boshoff & Allen, 2000; Hartline & Ferrell, 1996) and that a knowledge scarcity in this area can result on quality enhancement programs failure (Zeithaml et al., 1990; Jenkins, 1992). The research found that managers that are serious about service quality also care of how their employees' commitment about their jobs. As formerly reported by Bazrkar et al. (2018), Alvani et al. (2012), and Boshoff & Allen (2000), current study confirms the importance and impact of the management commitment of service quality on the effectiveness of employee involvement.

Literature review and theory highlight that MCSQ is consisting of staff rewards, empowerment and a focus on customer service training and orientation is essential for effective employee engagement. As a result of EEI, management commitment is stretched to correlate customer perceptions of service quality. It is imperative that service management experts train and empower employees, and give them the skills and autonomy they need to be effective participants. Employees view management's dedication to service quality as an investment in the company's human resource development, therefore neglecting even one of these areas could result in service failure. Managers should also set up effectual methods for getting input from workers on service decisions.

Previously, administration assumed that lower-level managers and front-line personnel/lower management lacked sufficient knowledge, management and decision-making abilities. However, as the degree of formal education and highly skilled personnel in various firms has increased, upper management has recognized that front-line staff have the managerial abilities and information to make critical decisions for the organization. Front-line employees are now regarded as critical to the delivery of high-quality service. Front-line employee quality is critical to an organization's success since the service given by these personnel imitates the organizational image and influences customer views of service quality. Employee participation is critical in enabling decision-making at the lowest level of the firm i.e. at the operational level. Front-line employees/lower management can efficiently accomplish their jobs when they have job competence and job autonomy as a set of attributes and authority from higher management.

Literature review and theory verify that customers' perceptions of service quality are impacted by employees' effective involvement. When employees are involved in their jobs, they can enhance their abilities, conduct/behavior and attitude, as well as have more discretion on the job, which helps them to enjoy their jobs even more. Moreover, employees' actions and behaviors have an influence on perceptions of service quality customers. Engagement of employees is a critical variable in developing abilities that aid organizations in the production of high-quality products and services, which are necessary for establishing positive perceptions among customers. Employees must have the authority to use their discretion in solving problems, resolving disagreements, and taking decisions

aiming at the wellbeing of the firm and its consumers. The existence of an employee with authority and competence is critical in ensuring that services are delivered quickly and on time and that customers have a positive perception. Effective involvement allows employees to exchange knowledge about consumer assessments, solve problems, and develop new concepts to improve the quality of their services for their customers. This provides them with a framework for meeting consumer expectations in terms of service. If the service provider fulfills or surpasses the expectations of consumer, the service provider gets higher grades for service quality.

Recommendations and Conclusion:

Throughout the world, the organizations are beginning to see how service-quality programs may enhance their operations. Theoretical and logical arguments highlight that management must be dedicated to improving service quality. Providing training, rewards, job autonomy and empowering employees should all be done simultaneously by service management practitioners. To avoid a failure of service, it is significant to focus on all three of these areas. Management's commitment to service quality is regarded by employees as an investment in human resources. In addition, practitioners should make it easy for employees to share their thoughts on service decisions. Improved technical support, a better working environment, and a concern for the well-being of front-line personnel all help to keep workers engaged. The company's dedication to training, empowerment, and rewards must be emphasized simultaneously in internal marketing campaigns. Putting too much emphasis at the expense of the other could lead to failure. Employees' cynicism may grow as a result of reward schemes that fail to reflect the new responsibilities that come with increased empowerment. Therefore, in order for authorized employees to be effective, they must participate in related training and development programs. These behaviors are important markers of MCSQ because employees see them as both an investment in quality and a kind of compensation. Top management is increasingly being called upon to be the unyielding and relentless champion of a commitment to high levels of service quality. Clear policies about MCSQ indicators can boost employee satisfaction, commitment to the company, and ultimately, personal and organizational success.

Given the high participatory nature of the employee-customer interaction, organizations should ensure service quality by ensuring EEI. In light of the fact that approximately two-thirds of customer complaints originate with front-line employees, a company's service strategy's emphasis on staff competence and autonomy is an absolute must. The long-term and short-term consequences of an employee's effective involvement are substantial for organization success. There is chance that customers are contented with the quality of service if organization have employees who are capable and self-sufficient. Customers' views of service quality are more likely to be improved by employees who have received comprehensive customer service training than by employees who lack both competence and autonomy as well as a desire to listen to customer complaints. Study via its results highlights the fact that when employees know by the behavior/act of management that their organization is customer-oriented then obviously their attitude towards the customer will be more courteous and friendly than otherwise. Similarly, an organization that gives autonomy to its employees to take at spot decisions to resolve customer problems and complaints contributes significantly towards creating a positive CPSQ. The study tries to explore via literature review and theoretical argument that EEI creates a better perception of service quality among customers. Employee involvement increases the sensitivity and growth of the members of the organization, which results an increase in the effectiveness

and success of the company by ensuring that its customers are happy. Therefore, management must emphasize on employees' effective involvement in form of better competence and higher autonomy to create good perception of service quality among customers.

Furthermore, a social exchange connection may anticipate employee effective involvement depending on management quality, and it is proposed that efforts be focused on building relational contracts between management and subordinates. According to Rousseau (1995), psychological contracts might be transactional or relational. The former refers to agreed terms of transaction, whilst the latter refers to emotional transactions. According to studies, firms remain unable to engage people having advanced credentials, and non-engaged people indicate a waste of valuable resources (Ander & Swift, 2014). Furthermore, the manner in which job analyses are conducted and work environments are built is crucial to guaranteeing staff efficiency and productivity. HR officials must create and evaluate new appropriate evaluation approaches to detect "actively non-engaged" personnel. Strong relational and/or emotional contracts between supervisors and subordinates are also required to re-engage personnel, in addition to training, rewards, and empowerment.

It is important to examine these findings within the context of their limitations, so that further research can be performed to address the study's constraints. The conclusions of this study cannot be empirically interpreted because study was based solely on theoretical analysis and literature survey. Cross-sectional and longitudinal studies can be used to establish MCSQ and outcome factors, which may explain the causal link of components (Tuan, 2016). Furthermore, despite the study's extensive literature review, the study's reliability and generalizability may still be a concern. As this study's implications might be explored further, future researchers may seek to look at additional characteristics such as satisfaction among employees, employee behavioral variables, customer satisfaction and so on (Spicker, 2012). Moreover, this study relied on a literature review technique, which necessitates more research into the study's issue by doing in-depth qualitative research. An inductive strategy based on in-depth interviews and a grounded theory approach, for example, should be used.

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