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SERVICE QUALITY IN IT SERVICES: A CASE STUDY

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ABSTRACT

Information Technology (IT) industry has played a significant role in transforming India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. This study is based on service quality assessment of IT services. The main objective is to identify the relationship between customer satisfaction and customer retention in the IT industry. The study adopts a case study design. The application of Kano model variables and their relevance in service quality of the company are critically evaluated. Questionnaire is used to collect primary data from respondents who are the customers of the company. From the analysis, it is evident that customer satisfaction and customer retention are highly correlated. The Kano model variables which result in customer satisfaction when fulfilled and in dissatisfaction when not fulfilled are design of user interface and security. The other factors which contribute to customer satisfaction are content management services, free optimization services and site traffic analysis. The factors which neither result in satisfaction and dissatisfaction were also identified. The factors which result in reverse quality are over adherence to contractual agreements, presence of bugs and low price. Frequent client communication, after launch services and timely completion of the project are the major factors which result in customer retention. The study poses various implications in the field of service quality of IT firms.

KEYWORDS

information technology (IT) industry, service quality, customer satisfaction, customer retention, Kano model.

INTRODUCTION

Information Technology (IT) industry in India has played a key role in putting India on the global map. The IT industry in India has been one of the most significant growth contributors for the Indian economy. The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy. The growth momentum attained by the overall economy since the late 1990s to a great extent can be owed to the IT sector, led by a liberalised policy regime with reduction in telecommunication costs have led to spurt in investments by multinational companies as well as domestic companies in the country.

Indian IT companies have globally established their superiority in terms of cost advantage, availability of skilled manpower and the quality of services. They have been enhancing their global delivery capabilities through a combination of organic and inorganic growth initiatives. Global giants like Microsoft, SAP, Oracle, and Lenovo have already established their captive centers in India. In the turbulent, challenging and competitive IT business scenario, it is very important to ensure service quality for better customer satisfaction, for customer retention, for better customer service and for overall success of the organisation. IT companies must adopt best practices to address those issues in order to sustain the current growth. The measurement of subjective aspects of customer services depends on the conformity of the expected benefit with the perceived results.

CUSTOMER SATISFACTION, CUSTOMER RETENTION AND SERVICE QUALITY

Customer satisfaction has been considered to be based on the customer's experience on a particular service encounter (Cronin & Taylor, 1992). Service quality is a determinant of customer satisfaction. Regarding the relationship between customer satisfaction and service quality, Oliver (1993) suggested that service quality would be antecedent to customer satisfaction regardless of whether these constructs were cumulative or transaction-specific. Lehtinen and Lehtinen (1982) pointed out that service quality is created by the interaction between customers and the service provider, and they divided service quality into the process and result for observation. Gronroos (1984) proposed that service quality is the comparison result of customer's expectation and cognition for service, and proposed the service quality model in 1984. The service quality model proposed by Gronroos (1984) is formed by the three functions: Technical Quality, Functional Quality, and Corporate Image. Technical Quality refers to the integrated result between the customer and service company, which often can be objectively measured; Functional Quality refers to the cognition of a customer regarding service and includes the service process, which is often subjectively identified.

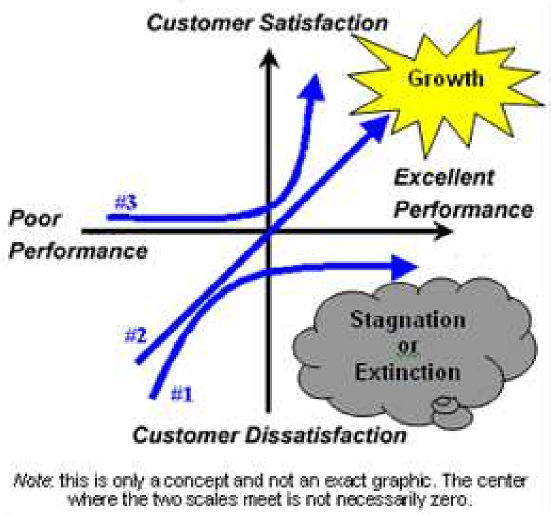
Some researchers have found empirical supports for the view that customer satisfaction came as a result of service quality (Anderson & Sullivan (1993); Fornell, Johnson, Anderson, Cha, & Everit (1996). In relating customer satisfaction and service quality, researchers have been more precise about the meaning and measurements of satisfaction and service quality. Satisfaction and service quality have certain things in common, but satisfaction generally is a broader concept, whereas service quality focuses specifically on dimensions of service (Wilson, Zeithaml, Bitner, &Gremier, (2008). Although it is stated that other factors such as price and product quality can affect customer satisfaction, perceived service quality is a component of customer satisfaction (Parasuraman, Zeithaml, & Berry,2006).

Kano, Seraku, Takahashi and Tsuji (1984) developed a model to classify the attributes of services or products which studies the relationship between customer satisfaction and the function of product or services. Kano model can effectively evaluate current products or develop new products as per the research studies conducted by Matzler, Bailom, Hinterhuber, Renzl, & Pichler (2004). Lee, Cheng &Yen, 2009 opined that Kano model can ensure that customer demand and expectation to achieve the organizational goal. Hu, Yen, Chiou& Cheng (2009)summarized that Kano's Model has the following advantages such as: Provides better method to understand customer demands; Provides clear priority order for improvement; Assists in providing valuable contingency model in the developing and manufacturing system stage; Provides market segmentation method; Provides market differentiation method. The basic concept of Kano's Model has been broadly applied in many regions and studies (Matzler & Hinterhuber, 1998; Anderson & Sullivan, 1993) and has been verified as a very useful tool for quality attribute categorization, customer satisfaction analysis, and the continuous improvement of quality attributes (Lee, Cheng &Yen, 2009).

KANO MODEL

The Kano model shows why service providers and consumers see quality in different ways and demonstrates the importance of expectations and perceptions in service delivery. Kano model is aimed at a better understanding of how customers evolve, evaluate and perceive quality attributes and focused the attention on the attributes considered more important by customers in order to improve them. Kano model explains how the differences that separate the degree called sufficient by that of excellent when considering the customer's satisfaction.

FIGURE 1: KANO MODEL AND CUSTOMER'S SATISFACTION


Customer Satisfaction
Growth
Excellent Performance
Poor Performance
#3
#2
#1
Stagnation or Extinction
Customer Dissatisfaction

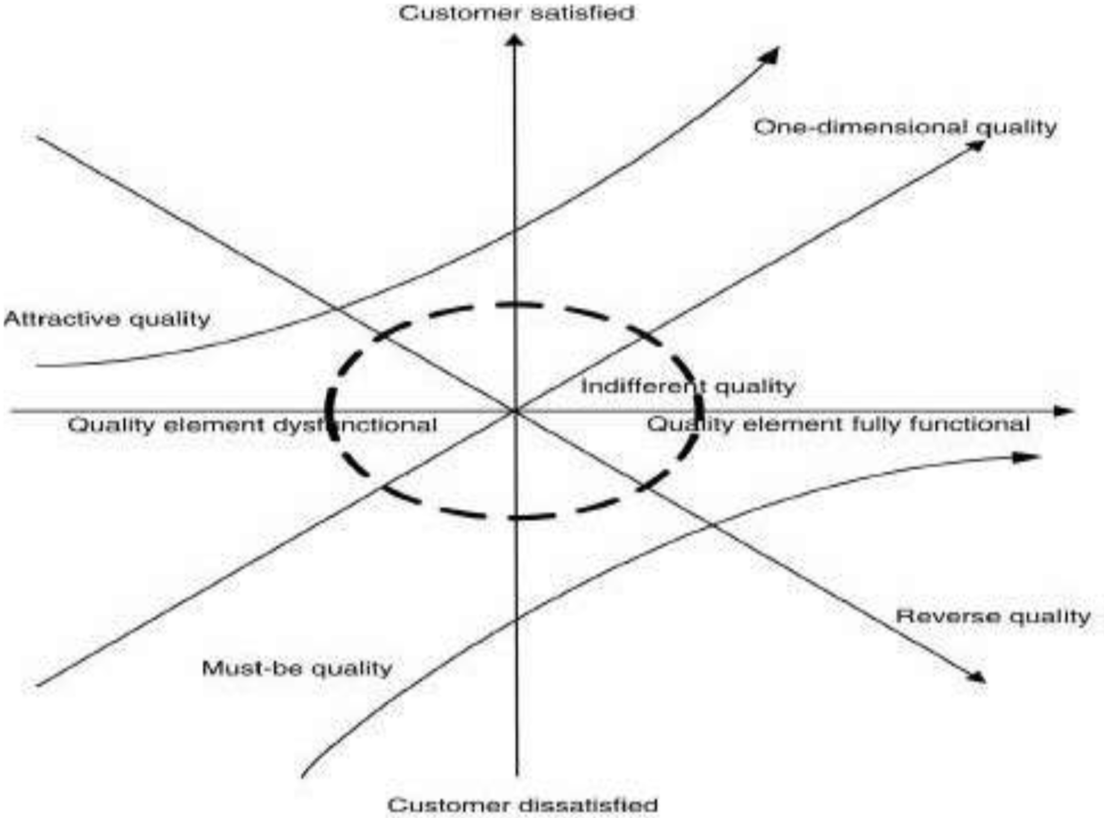
Note: this is only a concept and not an exact graphic. The center where the two scales meet is not necessarily zero.

Source; http://www.tools2improve.com/kano_analysis_dr.html

Fig. 1 depicts the association of customer satisfaction and organisational performance. Beside theoretical considerations, the gap-based measurement offers the opportunity to analyze the reasons for dissatisfaction by examining significant gaps between customers' perceptions and expectations. The main idea behind the two-dimensional quality theory for distinguishing quality elements is the observation of the impact on customer satisfaction in the fulfilled conditions (high performance) and the impact on dissatisfaction in the non-fulfilled conditions (low performance). Kano model classifies the customer requirements into 6 categories, based on the extent to which they have been able to satisfy customers. Kano model states that quality attribute can categorize six types, attractive, One-dimensional, Must-be, Indifferent, Reverse, and Questionable quality attributes.

The first class includes attractive quality elements and includes some attributes of services or products the presence of which leads to customer satisfaction; however, the absence of them will not result in dissatisfaction. These are the attributes of products or services that will distinguish the organization from its rivals. The second class includes one-dimensional quality elements that have a positive and linear relationship with customer satisfaction. So, the more these attributes are realized, the more satisfied the customers will be and vice versa, the lesser these attributes are realized, the lesser satisfied the customer will be. The third category is the must-be quality elements. These attributes are the basic criteria for a product or service the lack of which will make the customers quite dissatisfied. However, the fulfillment of these attributes will not increase the customer satisfaction. Another class belongs to the indifferent quality elements the presence or the absence of which will not influence the satisfaction or dissatisfaction of customers. The fifth class in Kano Model is the reverse quality elements the presence of which causes the dissatisfaction of customers and the absence of which causes their satisfaction. There is another class in Kano's classification, other than these elements, that is called questionable elements. This is when customer has not perceived the question or the information provided by the question is not sufficient, or in other words, the customer is doubtful about this criterion.

FIGURE 2: KANO MODEL ANALYSIS


Customer satisfied
One-dimensional quality
Attractive quality
Indifferent quality
Quality element dysfunctional
Quality element fully functional
Reverse quality
Must-be quality
Customer dissatisfied

Source: www.kanomodel.com

RESEARCH METHODOLOGY

This study is based on service quality assessment of IT services which result in customer satisfaction and customer retention. The study attempts to identify quality attributes which lead to customer satisfaction The main objective is to identify the relationship between customer satisfaction and customer retention in the IT industry. The quality factors which influence IT services which can provide satisfaction when delivered are identified. The relationship between after launch services and customer satisfaction, the relationship between price and customer satisfaction and the relationship between frequency of client communication and customer satisfaction is assessed. The reverse quality attributes which cause dissatisfaction when fulfilled are identified. The application of Kano model variables and their relevance in delivery of IT services of the company are critically evaluated. The research design in this study is exploratory design. The study adopts a case study method. Cenveo Solutions, an offshore outsourcing and offshore software development company in India is identified for the study by judgment sampling.

PROFILE OF THE COMPANY SELECTED FOR THE STUDY

C Solutions was established in year 2008 and since then has maintained remarkable growth over the years as a web development company. C Solutions offers complete services for web application development, web hosting solutions, web Promotion, web maintenance, graphic design that stand out, to final implementation and testing. They specialize in web design & development, search engine optimization and web marketing, ecommerce, multimedia solutions, content writing, graphic and logo design. The company builds web solutions, which evolve with the dynamic needs of business. A team of web consultants, creative designers, content writers, programmers and web marketing professionals offer high end Web Consulting. C Solutions had shown effective proficiency in Open Source based solutions. The outsourcing development is a relatively recent business innovation, made possible by global advances in long distance transportation and communication combined with developing international economies.

They offer significant cost savings and we have built a reputation for doing solid, disciplined work that is delivered on time. The global presence, process oriented methodologies and efficient delivery models enable the company to provide an integrated and highly flexible mix of on site, off site, near shore and offshore delivery options.

DATA COLLECTION AND ANALYSIS

The primary data for this research was collected by a questionnaire. The questionnaire consists of open ended questions, closed ended questions to assess the variables of the study. The study also collected customers' views of past events with the company. The questionnaire consisted of questions in the Likert Scale for evaluation of the Kano model in service delivery of the organisation. The classification of quality attributes in Kano Model will be possible by Kano's two-dimensional questionnaire. In this questionnaire, any one of these customer requirements is analyzed by a pair of functional (positive) question and dysfunctional (negative) question. There are 5 points or answers for every question: Very satisfied, somewhat satisfied, neutral, somewhat unsatisfied and very unsatisfied. Then, the answers of customer are combined into two categories of functional and dysfunctional questions and so the customer requirements are classified into 6 categories such as: attractive **(A),** One-dimensional(**O**), Must-be(**M),** Indifferent(**I),** Reverse(**R),** and Questionable(**Q)** quality attributes. In Kano Model, an indicator that is marked as mode or the most frequent, based on customer's answers is used as the final classification of customer requirements. The validity and reliability of the questionnaire is assessed. Pilot study is done to assess the feasibility of the study.

In this study primary data was collected among the clients with the help of questionnaire through online mode. The data is tabulated and interpreted with the help of SPSS. Frequencies and percentages are computed. Pearson correlation is done to assess the relationship between variables. The secondary data include published and unpublished document. Secondary data was collected from company files, brochures of the company, business journals and magazines.

MAJOR FINDINGS

ANALYSIS OF KANO MODEL

The data regarding the application of Kano model with the services of the company is done in two steps. The first step involves surveying the customers (through questionnaires) about each service dimensions through a pair of questions (functional and dysfunctional). Functional questions are asked in a positive way and dysfunctional questions are asked in a negative way. The participants are asked to choose from among five choices for each question. Step 2 is to use the evaluation to count and summarize the results. The abbreviations used in the evaluation table represent one-dimensional requirements (O), attractive requirements (A), must-be requirements (M), indifferent requirements (I), questionable requirements (Q) and reverse requirements (R). For instance, if one respondent chose "I like it" for a functional question and answered "I can live with it" for a dysfunctional question, the tested product or service feature would be classified as an attractive requirement (A). For indifferent requirements (I), the customer is neither satisfied nor dissatisfied if the product, service or process is dysfunctional or fully functional with regard to that particular aspect. Questionable requirements (Q) represent results that exhibit contradictory answers. Reverse requirements (R) signify that the product or service feature is not wanted by customers and that they strongly expect the reverse. One-dimensional, must-be and attractive requirements, together with indifferent requirements, are primarily being investigated in the Kano model analysis.

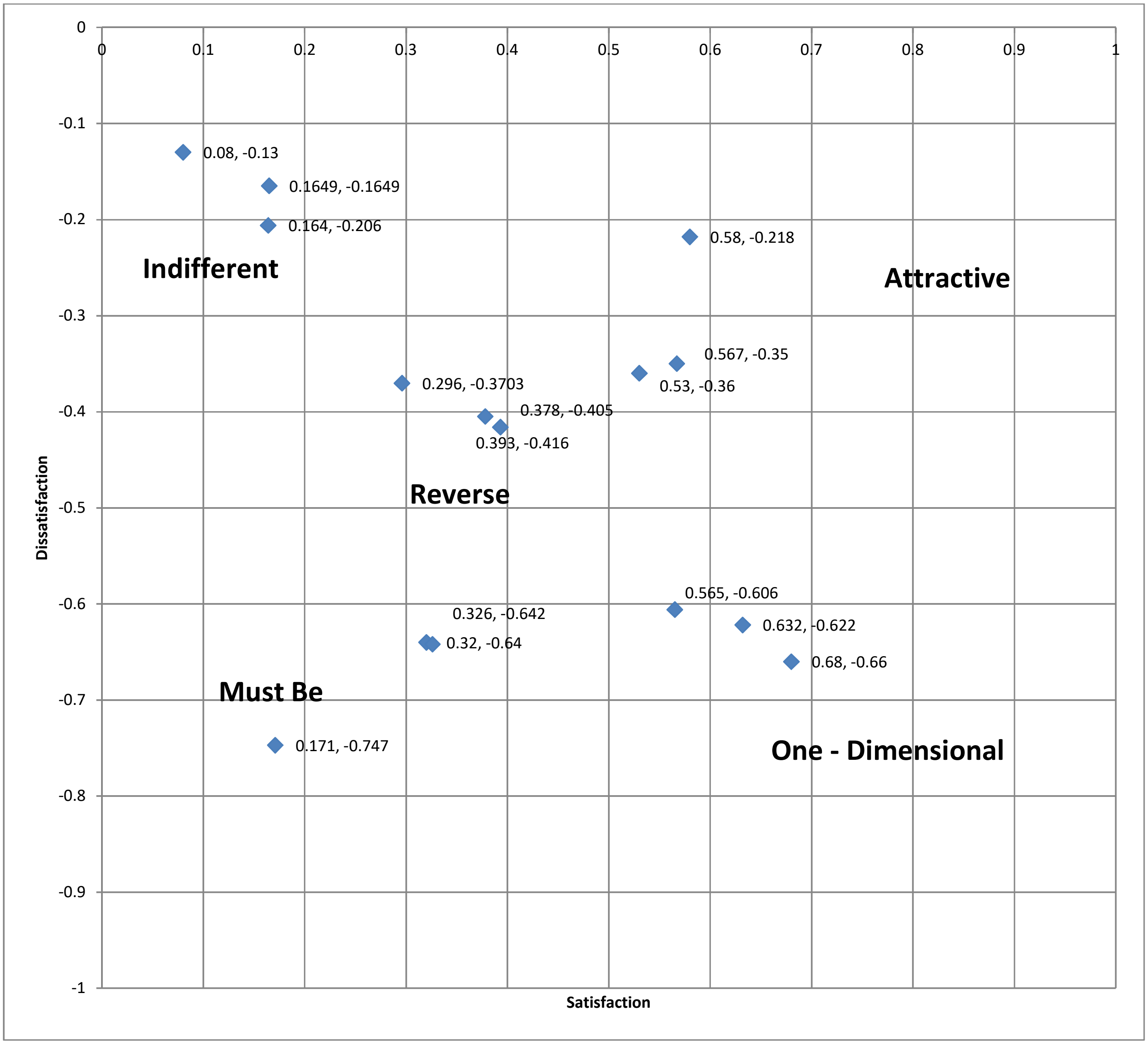
CUSTOMER SATISFACTION COEFFICIENT

The customer satisfaction coefficient indicates the extent to which satisfaction increases if a product requirement is met or the extent to which satisfaction decreases if a product requirement is not met. It is useful to know the average impact of a product or service requirement on the satisfaction of all customers. The calculation of this coefficient is as follows. A positive customer satisfaction coefficient ranges in value from zero to one; the closer to one the value is, the higher the influence on customer satisfaction. The negative customer satisfaction operates in the same way. A value of zero signifies that this feature does not cause dissatisfaction if it is not met. In this way, all the evaluated characteristics can be represented visually in a diagram. It is helpful to know their influence on customer satisfaction and set priorities when designing products or services.

$$\textbf{Enhanced Satisfaction Coefficients} = \frac{A+O}{A+O+M+I}$$

$$\textbf{Reduced Dissatisfaction Coefficients} = \frac{O+M}{A+O+M+I}$$

FIG 3: CUSTOMER SATISFACTION COEFFICIENT DIAGRAM



From Fig. 3. portraying the Customer Satisfaction Coefficient, it is understood that, Content Management Services is an attractive quality factor with satisfaction coefficient as 0.53 and dissatisfaction coefficient as -0.36. Free optimization services offered by the company after the launch of the application and website is an attractive quality with satisfaction coefficient as 0.567 and dissatisfaction coefficient as -0.35. Free analysis on the website to extract site traffic statistics is an attractive quality factor with satisfaction coefficient as 0.58 and dissatisfaction coefficient as -0.218.

Compatibility with all devices is a One- dimensional quality with enhanced satisfaction coefficient as 0.565 reduced dissatisfaction coefficient as -0.606. Design of the user interface is a One- Dimensional quality factor having satisfaction coefficient as 0.632 and dissatisfaction coefficient as -0.622. Security is a factor having satisfaction coefficient as 0.68 and dissatisfaction coefficient as -0.66.

Old coding platforms are a Must Be quality factor with satisfaction coefficient 0.32 and dissatisfaction coefficient as- 0.64. Timely completion of the project is a Must Be quality factor which has satisfaction coefficient as 0.326 and dissatisfaction coefficient as -0.642. Quality of service professionals is a Must Be quality factor giving satisfaction coefficient as 0.171 and dissatisfaction coefficient as -0.747.

Pre-Launch test is an Indifferent Quality element having satisfaction coefficient is 0.08 and dissatisfaction coefficient is -0.13. Free web hosting service by the company is an Indifferent quality element having satisfaction coefficient as 0.164 and dissatisfaction coefficient as -0.206. Company's own server for hosting service doesn't affect the satisfaction of customers is an Indifferent quality factor has satisfaction and dissatisfaction coefficients as 0.1649 and - 0.1649.

Over adherence to contractual statements can cause reverse quality with satisfaction coefficient 0.296. Relatively low price will result in dissatisfaction with dissatisfaction coefficient as- 0.405. Presence of bugs can influence your satisfaction level after the successful launch of the website/application will create reverse quality effect which affect customer satisfaction have dissatisfaction coefficient as - 0.416.

CRITICAL EVALUATION OF THE KANO MODEL AND THE SERVICE QUALITY OF THE COMPANY

The summary of the findings related to application of Kano model related to Attractive Quality factors(A), One- dimensional quality factors(O), Must Be quality factors(M), Reverse quality factors(R) and Indifferent Quality factors(Q) with the service quality of the company are presented. Kano model states that quality attribute can categorize six types, attractive **(A),** One-dimensional(**O**), Must-be**(M),** Indifferent**(I),** Reverse**(R),** and Questionable**(Q)** quality attributes.

Attractive Quality factors(A): Content Management Services is an attractive quality factor which when fulfilled, provide satisfaction, but when not delivered, they do not cause dissatisfaction, because they are not expected by the customer**.** Free optimization services offered by the company after the launch of the application and website is an attractive quality factor which will provide satisfaction if provided and doesn't cause dissatisfaction if not provided. Free analysis on the website to extract site traffic statistics is an attractive quality factor which can provide satisfaction of the customer.

One- dimensional quality factors(O): Compatibility with all devices is a One- dimensional quality factor that result in satisfaction when fulfilled and in dissatisfaction when not fulfilled. Design of the user interface is a One- Dimensional quality factor. Security is a factor which can result in satisfaction when fulfilled and in dissatisfaction when not fulfilled.

Must Be quality factors(M): Old coding platforms result in dissatisfaction when used whereas latest ones are desired by customers is a Must Be quality factor. Timely completion of the project will not increase satisfaction but may cause dissatisfaction when not fulfilled is a Must Be quality factor. Quality of service professionals is a Must Be quality factor.

Indifferent Quality factors (I): Pre Launch test is an Indifferent Quality element that results neither in satisfaction nor dissatisfaction, whether fulfilled or not. Free web hosting service by the company is an Indifferent quality element which has no effect on customer satisfaction. Company's own server for hosting service doesn't affect the satisfaction of customers is an Indifferent quality factor.

Reverse quality factors(R): Over adherence to contractual statements can cause reverse quality. Relatively low price will result in dissatisfaction. Presence of bugs can influence your satisfaction level after the successful launch of the website/application will create reverse quality effect which affect customer satisfaction.

CORRELATION BETWEEN CUSTOMER SATISFACTION AND CUSTOMER RETENTION

Pearson Correlation is done to assess the relationship between customer satisfaction and customer retention. The r value is 0.434 which indicates a high level of correlation. From the analysis it is clear that there exists significant relationship between customer satisfaction and customer retention.

CORRELATION BETWEEN AFTER LAUNCH SERVICES AND CUSTOMER SATISFACTION

The relationship between After Launch Services and Customer Satisfaction is assessed by Pearson Correlation. The r value is 0.326 which indicates a positive level of correlation. There exists a significant relationship between customer satisfaction and after launch services.

CORRELATION BETWEEN CUSTOMER SATISFACTION AND TIMELY COMPLETION OF PROJECT

Pearson Correlation is done to assess the relationship between customer satisfaction and timely completion of project. The r value 0.365 which indicates a high level of correlation. From the analysis it is clear that there exists significant relationship between customer satisfaction and timely completion of project.

CORRELATION BETWEEN PRICE AND CUSTOMER SATISFACTION

Pearson Correlation is done to assess the relationship between customer satisfaction and price The Pearson Correlation has a value 0.307 which indicates a moderately high level of correlation. From the analysis it is clear that there is significant relationship between customer satisfaction and price for the services received.

CORRELATION BETWEEN FREQUENCY OF CLIENT COMMUNICATION AND CUSTOMER SATISFACTION

Pearson Correlation is done to assess the relationship between customer satisfaction and frequency of client communication. The r value is 0.350 which indicates a moderately high level of correlation. There exists significant relationship between customer satisfaction and frequency of client communication.

LEVEL OF SATISFACTION OF THE RESPONDENTS

On analyzing the level of satisfaction of the respondents**,** 15 % of the customers were very satisfied with the company's services. The respondents who were very dissatisfied contributed to 36%. Only 7% of the respondents were having neutral response. 16% of the respondents were satisfied while 26% of them were dissatisfied.

TURNOVER OF CUSTOMERS

Among the respondents, 42% of the customers were having Turnover above $25000. 23 % of the respondents had turnover between $20001 and $25000. 8% of the customers had turnover between $5000 and $10000. The customers whose turnover was between $10001 to $15000 was also 8%. Only 7% of the respondents had turnover below $5000.

AFTER LAUNCH SERVICES AND CUSTOMER RETENTION

53% of the respondents believed that after launch services have strong relationship with customer retention while only 3% of the customers strongly disagree with the same. 11% of the respondents neither agreed nor disagreed with the relationship between customer retention and after launch services.

FREQUENCY OF CLIENT COMMUNICATION AND CUSTOMER RETENTION

46% of the respondents agree that frequency of client communication have strong relationship with customer retention while only 4% of the customers strongly disagree with the same. 16% of the respondents neither agreed nor disagreed with the relationship between customer retention and frequency of client communication.

TIMELY COMPLETION AND CUSTOMER RETENTION

Among the respondents, 35% of the respondents strongly agree that timely completion of the project have strong relationship with customer retention while only 5% of the customers strongly disagree with the same. Overall 12% of the respondents neither agreed nor disagreed with the relationship between timely completion of the project and customer retention.

PRICE AND CUSTOMER RETENTION

It is revealed that 34% of the respondents strongly disagree that price have strong relationship with customer retention while only 21% of the customers strongly agree with the same. Among the respondents 10% neither agreed nor disagreed with the relationship between price and customer retention.

SUGGESTIONS

The suggestions related to various dimensions of service quality according to the Kano model such as Atractive Quality factors(A), One- dimensional quality factors(O), Must Be quality factors(M), Reverse quality factors(R) and Indifferent Quality factors(Q) to improve the service quality of the company are as follows. The suggestions in the light of the present study for better service quality, customer satisfaction and customer retension are explained in detail.

Attractive Quality factors

- Content Management Services is an attractive quality factor which when fulfilled, provide satisfaction, so free content management services can be provided to increase satisfaction.
- Free optimization services offered by the company after the launch of the application and website is an attractive quality factor which will provide satisfaction if provided, so free optimization services can be provided to increase satisfaction if needed.
- Free analysis on the website to extract site traffic statistics is an attractive quality factor which can provide satisfaction of the customer so this can be provided to the customers.

One- dimensional quality factors

- Compatibility with all devices is a One- dimensional quality factor that result in satisfaction when fulfilled and in dissatisfaction when not fulfilled so it is necessary to ensure compatibility.
- Design of the user interface is a One- Dimensional quality factor hence the design should be satisfactory to the customer.
- Security is a factor which can result in satisfaction when fulfilled and in dissatisfaction when not fulfilled so it is advisable to ensure security of the website and applications developed by the company.

Must Be quality factor**s**

- Old coding platforms result in dissatisfaction when used whereas latest ones are desired by customers, so it is advisable to upgrade to new coding platforms.
- Timely completion of the project will not increase satisfaction but may cause dissatisfaction when not fulfilled. So it is a Must Be quality factor. Hence projects must be finished on time to avoid dissatisfaction.
- Quality of service professionals is a Must Be quality factor which is expected by the customer and hence it must be ensured.

Indifferent Quality factors

- Pre Launch test is an Indifferent Quality element that results neither in satisfaction nor dissatisfaction, whether fulfilled or not. So the pre launch test can be avoided if not necessary.

- Free web hosting service by the company is an Indifferent quality element which has no effect on customer satisfaction and hence the company need not provide free hosting services. The company can charge additionally on such services.
- Company's own server for hosting service doesn't affect the satisfaction of customers and hence need not be provided.

Reverse quality factors

- Over adherence to contractual statements can cause reverse quality and hence result in dissatisfaction. This can be avoided by adopting flexible contractual agreements.
- Relatively low price will result in dissatisfaction hence price should be maintained in an optimum level.
- Presence of bugs can influence your satisfaction level after the successful launch of the website/application will create reverse quality effect which affects customer satisfaction. Hence bugs must be fixed before launch.

Customer Retention

- Among the respondents, 34% of the respondents strongly disagree that price have strong relationship with customer retention while only 21% of the customers strongly agree with the same. Hence, the price should be neither too low nor too high.
- It is inferred that 35% of the respondents strongly agree that timely completion of the project have strong relationship with customer retention, hence the projects must be completed on specified time.
- It is identified that 46% of the respondents agree that frequency of client communication have strong relationship with customer retention and hence it is necessary to maintain proper communication with the customers.
- Among the respondents, 53% believed that after launch services have strong relationship with customer retention, so after launch services must be provided to the customers.

Customer Satisfaction

- After launch services and customer retention are highly correlated and hence it is necessary to ensure that the customers are highly satisfied with the company's services.
- Frequency of client communication has an impact on customer satisfaction and hence it is necessary to ensure proper communication through email or phone calls.
- Timely completion of project has significant correlation with customer satisfaction and hence the project must be finished on time to ensure customer satisfaction.
- Only 15% of the customers were very satisfied with the company while 36% of the customers were very dissatisfied with the company's services. The satisfaction level of the customers need to be improved to support the company's efforts on customer retention.

LIMITATIONS

The study is based on service quality, customer satisfaction and customer retention in a selected IT firm. The study also collected customers' views of past events. It has been assumed that the customers were telling the truth about their feelings regarding those events. It is likely that their mentioned feelings, after the event, resulted from post hoc rationalization of the event in the context of other events and activities, and may actually not relate to their feelings about the event in question at the time. The researcher feels that it is not appropriate for this study to make the claim that the findings are applicable to all the IT firms as each organisation is unique and different. However, it is hoped that the study can be reproduced to test the extent of the applicability of the findings.

CONCLUSION

IT industry in India has been one of the most significant growth contributors for the Indian economy. In this study the customer satisfaction and customer retention among the customers of IT services is assessed. The study revealed that that customer satisfaction and customer retention are highly correlated. The application of Kano model variables and their relevance in delivery of IT services of the company are critically evaluated. The Kano model variables which result in customer satisfaction when fulfilled and in dissatisfaction when not fulfilled are design of user interface and security. The other factors which contribute to customer satisfaction are content management services, free optimization services and site traffic analysis. The factors which neither result in satisfaction and dissatisfaction were also identified. The factors which result in reverse quality are over adherence to contractual agreements, presence of bugs and low price. Frequent client communication, after launch services and timely completion of the project are the major factors which result in customer retention. The customer retention can be ensured by proper communication and after launch services. Hence the Company needs to focus on those attributes which will enhance customer satisfaction and thereby result in customer retention. The study poses various implications in the field of service quality of IT firms. Dedicated efforts are to be put in towards meeting the service quality challenges and ensuring customer satisfaction and customer retention.

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