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STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

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BUILDING & TESTING MODEL IN MEASUREMENT OF INTERNAL SERVICE QUALITY IN TANCEM – A GAP ANALYSIS APPROACH

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ABSTRACT

This research paper reviews internal customer (employees) satisfaction in TANCEM at Alangulam in Virudhunagar district and proposed to investigate the relationship between the perceived and expected service quality among employees. The findings reveals that there is a service gap between internal customer expectations and perceptions, in terms of the quality of the service provided by TANCEM, meaning that customer's expectations of service quality were not met. The explorative factor analysis showed that "responsiveness and tangibles" were the most influential dimensions (factors) in this study for predicting the internal customer satisfaction. These factors had the service gap scores, suggesting that internal customer's perception fell seriously short of their expectations. In conclusion, delivering quality service will be an essential condition for success of TANCEM. While the future importance of delivering quality service is easy to discern and to agree on, doing so presents some difficult and intriguing management issues.

KEYWORDS

Internal service quality, TANCEM.

1.1 INTRODUCTION OF SERVICE QUALITY

In the marketing thought, the concept of quality service and customer satisfaction has a long history, and since **Cardozo R. (1965)** initial study of customer effort, expectations, and satisfaction, the body of work in this field has expanded greatly, with more than 900 articles focusing on customer satisfaction and dissatisfaction of **Perkins, Debra S. (1991)**. However, since the service quality has been characterized as an important determinant in successfully attracting repeat business, consistently delivering high quality services must be considered as an essential and crucial strategy element for surviving in today's highly competitive environment. "A customer's expectation and perception of service quality survey will provide significant information that can be used by hospitality leaders to develop the service improvement training programs."

1.2 INTERNAL CUSTOMER SATISFACTION

The concept of "customer satisfaction" is different from "perceived service quality", although some studies have found a significant correlation between the two paradigms, and included similar errors of interpretation (**Oh H., & Parks, S.C. (1997)**). Perceived service quality differs from satisfaction in that service quality is the customers' attitude or global judgment of service superiority over time, while satisfaction is connected with a specific transaction (Bitner, 1990; Bolton & Drew, 1991; Parasuraman et al., 1988). Most of the studies into customer satisfaction in the hospitality literature have focused on identifying service attributes, which are treated as customers' needs and wants. From a marketing perspective, customer satisfaction is achieved, when their needs and wants are fulfilled. There is a general widespread agreement in the literature that the provision of service quality is concerned with generating customer satisfaction. Gronoos, Parasuraman et al. and Johnston have defined service quality in terms of customer satisfaction, that is, the degree of fit between customers' expectations and perceptions of service.

1.3 THE SERVICE QUALITY AND SATISFACTION:

Quality improvement has become a vital ingredient in the strategy for making destinations more competitive. Customer satisfaction has its roots in the global quality revolution. The relationship between service and product quality and overall customer satisfaction has been repeatedly demonstrated. The first research involving the measurement of customer satisfaction occurred in the early 1980s. Works by Oliver (1980), Churchill and Surprenant (1982), and Bearden and Teel (1983) tended to focus on the operationalization of customer satisfaction and its antecedents. By the mid-1980s, the focus of both applied and academic research had shifted to construct refinement and the implementation of strategies designed to optimize customer satisfaction, according to Zeithaml, Berry, and Parasuraman (1996). Their discussion of customer satisfaction, service quality, and customer expectations represents one of the first attempts to operationalize satisfaction in a theoretical context. They proposed that, the ratio of perceived performance to customer expectations was key to maintaining satisfied customers. Several years later, Parasuraman, Berry, and Zeithaml (1988) published a second, related discussion that focused more specifically on the psychometric aspects of service quality. Their multi-item SERVQUAL scale is considered as one of the first attempts to operationalize the customer satisfaction construct. The SERVQUAL scale focused on the performance component of the service quality model in which quality was defined as the disparity between expectations and performance. The battery of items used in the SERVQUAL multi-item scale is still used today as a foundation for instrument development. The primary areas considered in the scale involved tangibles, reliability, responsiveness, assurance, and empathy. For many years these dimensions were regarded as the basis for service quality measurement.

1.4 REVIEW OF LITERATURE

In this literature, there is a number of operational and theoretical framework studies which introduce various methodologies to measure service quality in different hospitality sectors (Ryan & Cliff, 1997; Getty & Thompson, 1994; Saleh & Ryan, 1991; Pizam & Milman, 1993). In the service industry, definitions of service quality focus on meeting customers' needs and requirements, and how well the service delivered meets customers' expectations (Lewis & Booms, 1983). Gronroos (1984) had stated that perceived quality of service was dependent on the comparison of expected service with perceived service, and thus, the outcome of a comparative evaluation process. Parasuraman et al. (1985) had developed the GAP model, and the subsequent SERVQUAL model within the GAPS framework. Parasuraman et al. had defined "service quality" as the degree and direction of discrepancy between customers' perceptions and expectations, and had "perceived service quality" as the gap between customers' perceptions and expectations, as a measurement of service quality. The smaller the gap, the better the service quality provided, and the greater the customer satisfaction.

1.5 OBJECTIVE OF RESEARCH

1. To scrutinize the demographic profile of the employees in TANCEM.
2. To determine the reliability and validity of modified "INTSERVQUAL" instrument for measuring internal service quality.
3. To identify the "Service Gap" between perceived and expected level of the employees in TANCEM.
4. To design a structural model for ISQ measurement in TANCEM.

1.6 INSTRUMENT FOR MEASURING SERVICE QUALITY:

1.6.1. INTSERVQUAL

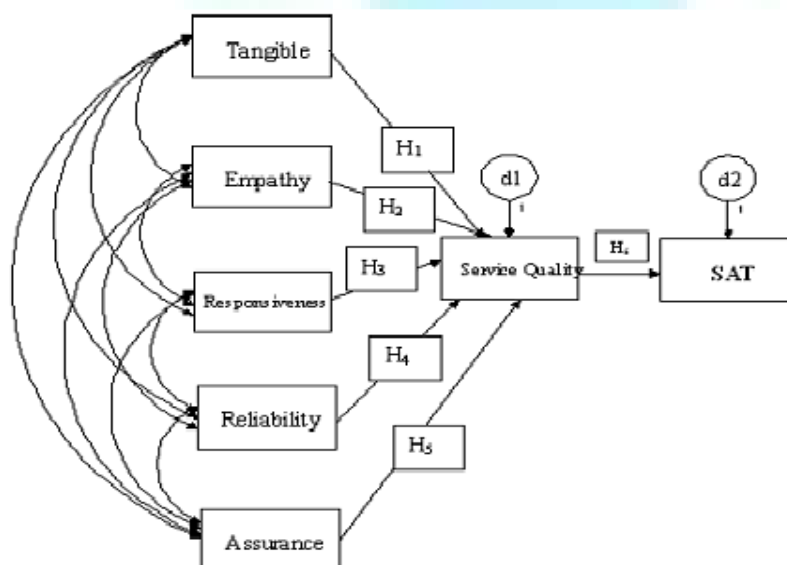
The internal service quality is measured through the instrument called INTSERVQUAL. In this research, GAP Model is adopted, to evaluate the dimensions (RATER such as tangibles, reliability, responsiveness, assurance and empathy) that determine the employee's perception and expectation regarding Service provided in TANCEM. SERVQUAL as the most often used approach for measuring service quality has been to compare customers' expectations before a service encounter and their perceptions of the actual service delivered (Gronroos, 1982; Lewis and Booms, 1983; Parasuraman et al., 1985). The SERVQUAL instrument has been the predominant method used to measure consumers' perceptions of service quality.

1.6.2. STRUCTURAL MODEL

Structural modeling is a statistical technique for testing and estimating causal relationships using a combination of statistical data and qualitative causal assumption. The causal assumption embedded in the model has falsifiable implications which can be tested against the data. The model consists of 2 parts. The measurement model and the structural equation model. The measurement model specifies how the latent variables or hypothetical constructs are measured in terms of the observed variables. It also describes the measurement properties, the validities and reliabilities of the observed variables. With an accepted theory or otherwise confirmed model, be tested against the data. SEM. In this model we have compared the RATER dimensions of service quality & satisfaction, Level of Income & Satisfaction.

1.7 PROPOSED CONCEPTUAL MODEL

IMPACT OF RATER DIMENSIONS ON SERVICE QUALITY (SQ) AND SATISFACTION (SAT)



(Dr.S.RAJARAM & Er.R.SHENBAGA SURIYAN)

Where d1 and d2 are endogenous variables.

Sub hypothesis of proposed model:

- H1: Tangible dimension having a positive impact on Service Quality.
 H2: Empathy dimension having a positive impact on Service Quality
 H3: Responsiveness dimension having a positive impact on Service Quality
 H4: Reliability dimension having a positive impact on Service Quality
 H5: Assurance dimension having a positive impact on Service Quality
 H6: Overall service quality leads to positive impact on satisfaction

This structural model helps to determine the linkage between RATER dimensions of service quality and Overall Satisfaction of TANCEM, which influence in the positive or negative direction. With the help of indices value from the output of AMOS software, we determine whether proposed conceptual model will be fit or not for our research paper. RMSEA (Root mean square Approximate) value will infer the proposed model close fit or not. **This model is designed with the mediating dimension of service quality, which leads to satisfaction and also to determine the impact dimensions of service quality on Overall SAT.**

1.8 RESEARCH METHODOLOGY

The research design adopted is descriptive research. The primary data is collected through Simple Random sampling Method i.e. the data is collected by from the population of 200 employees. Here the employees are taken as unit and the analysis is made based on the feedback given by the employees through customized "INTSERVQUAL" questionnaire. The INTSERVQUAL instrument was constructed with 21 items of RATER dimensions. The primary data is analyzed in the softwares like SPSS 15 & AMOS 7.0. The statistical tools applied are Path analysis, Gap analysis, Reliability analysis and Exploratory Factor Analysis.

1.9 ANALYSIS AND INTERPRETATION:

1.9.1 RELIABILITY ANALYSIS - PRETESTING OF INTSERVQUAL INSTRUMENT

ALPHA method is used for conducting the reliability test for the INTSERVQUAL instrument. It is used to measure the internal consistency between the items (attributes) of INTSERVQUAL instrument. The alpha value varies from Zero to one.

Dimensions	No of Statements	Reliability Coefficient	
		Perception	Expectation
Tangible	4	0.846	0.832
Reliability	5	0.8641	0.8712
Responsiveness	5	0.8554	0.8598
Assurance	4	0.8674	0.8663
Empathy	3	0.8513	0.8578

In the above table, we inferred that the average reliability score of the instrument is 0.854 for perception level & 0.861 for expectation level of the instrument and it is found there is a good internal consistency between the items in the instrument.

1.9.2 VALIDITY OF SERVQUAL INSTRUMENT:

The KMO and Barlett's test of Sphericity are both tests of multivariate normality and sampling adequacy is applied to check the content and construct validity of the data. The KMO value is 0.773 which is greater than 0.8 is meritorious. By applying PCA method, six factors with factor loadings are extracted which and listed below.

- The reporting head keeps me informed about the issues affecting my work ->0.842
- Training and development in TANCEN gives me learning and growth opportunities-> 0.872
- I am confident that my work on the job, add value for me ->0.844
- In my dept we learn from mistakes& take measures to correct them ->0.850
- The reporting head responds quickly providing services to the employees - >0.815
- The reporting head have the willingness to provide advises *and empolyemt status*- >0.874

1.9.3 GAP analysis:

From the Gap analysis, it is inferred that the customer perception is less than their expectation level in RATER dimensions of service quality offered by TANCEN.

Dimension	Service Gap (P-E)	Priority Rank
Tangible	-1.65	5
Reliability	-1.33	3
Responsiveness	-1.55	4
Assurance	-1.26	2
Empathy	-1.06	1

Calculation of Gap analysis:

The customer perception is satisfied with the existing systems and their expectation is little bit higher than the existing level. So, the management has to focus on important dimensions like Tangibles and Responsiveness. The other three dimensions have little service gap between the perception & expectation level of the customers towards the company. It might indicate that employees were not motivated to take the initiative in solving customer's problems.

Sl.No	Items in SERVQUAL Instrument	Perception Mean	Expectation Mean	Service Gap
1.	TANCEM provides upto date equipments and Technologies	4.1	5.9	-1.8
2.	Physical facilities (Machineries, Layout)are visually appealed	4.14	5.59	-1.45
3.	The work environment in TANCEM is comfortable and attractive	4.33	5.96	-1.63
4.	Machine movement or process is adequate	4.05	5.78	-1.73
Gap mean of Tangible				-1.6525
5.	The reporting head responds quickly and efficiently in case of providing services to the employees	4.4	5.77	-1.37
6.	I feel convenient to get required information from any department in TANCEM	4.23	5.99	-1.76
7.	The reporting head is kind & polite to the employees even though he/she is busy	4.67	5.77	-1.1
8.	The reporting head instill confidence in employees and make the employees to feel safe to guide the employees	4.36	5.81	-1.45
9.	The reporting head have the willingness to provide advises and suggestions to the employees	4.72	5.74	-1.02
Gap mean of Reliability				-1.3325
10.	In my department we learn from mistakes and take suitable measures to correct them	4.89	5.54	-0.65
11.	I have opportunities to develop an apply skills, I need to enhance the career	4.31	5.77	-1.46
12.	Training & Development in TANCEM gives me learning and growth opportunities	4.36	5.83	-1.47
13.	The policies and procedures followed by TANCEM is always transparent to the employees	4.12	5.9	-1.78
14.	In TANCEM employees are treated equally	4.34	5.84	-1.5
Gap mean of Responsiveness				-1.5525
15.	I received the useful feedback from my reporting head relating to the job performance	4.49	6.57	-2.08
16.	I am encouraged to be innovative in doing my work	4.44	5.7	-1.26
17.	The reporting head keeps me informed about the issues affecting my work	4.58	5.58	-1
18.	I am confident that my work on the job, add value for me	5.16	5.89	-0.73
Gap mean of Assurance				-1.2675
19.	The reporting head provide service in holidays to remove employee problems at work	4.84	5.52	-0.68
20.	When I suggesting ways to improve how we do things, my reporting head would take them seriously	4.55	5.65	-1.1
21.	The reporting head understanding the specific needs of the employees	4.44	5.84	-1.4

1.9.4 RESULT OF PROPOSED MODEL

Impact of RATER dimensions on SQ			Standard Estimates	Hypothesis supported	Hypothesis
Tangible	<-->	Service Quality	0.344	Yes	H1
Reliability	<-->	Service Quality	0.389	Yes	H2
Responsiveness	<-->	Service Quality	0.476	Yes	H3
Assurance	<-->	Service Quality	0.373	Yes	H4
Empathy	<-->	Service Quality	0.501	Yes	H5
Service Quality	<-->	Satisfaction	0.449	Yes	H6

Fit indices of the model evaluation

CMIN	IFI	CFI	NFI	RFI	RMSEA
6.908	0.996	0.995	0.984	0.912	0.074

From the above table, it inferred that, empathy dimension is having high impact on Service quality offered by TANCEM. The above six hypothesis (H1 to H6) are supported and proved from the analysis. There is a positive impact of service quality offered by TANCEM leads to satisfaction of employees. To assess the structural model fit, CFI, NFI, IFI, RFI values are greater than 0.9. These indices indicate a good fit. The overall fit of the conceptual framework is adequate with RMSEA 0.74 and not exceeding 0.1 and it indicates a close fit. The conceptual framework is examined using software AMOS 7.0.

1.10.1 FINDINGS OF RESEARCH

- The most of the respondent's age group above 50 years with proportionate of 58 %. The educational qualification of the respondents is taken under graduation classification of 32% of the samples. For the experience wise classification, above 15 categories of the respondents were chosen at a rate of 83 percentages. 48 % of the respondents were lies between the category income levels of Rs.10001 to 15000.
- The gap analysis result shows that management has to focus on all dimensions of service quality but particular emphasis on Tangibles, Responsiveness in TANCEM. In the overall results, employee's perception of quality in is positive and employee's expectation score is little high than perceptions core.
- The Chronpha alpha of the instrument is 0.854 for perception level & 0.861 for expectation level of the instrument and it is found there is a good internal consistency between the items in the instrument.
- By EFA analysis out of 21 items of instrument, six factors are extracted which cause for the overall satisfaction of TANCEM employees. They are reporting head keeps me informed about the issues affecting my work, Training and development in TANCEM gives me learning and growth opportunities, I am confident that my work on the job, add value for me, In my dept we learn from mistakes & take measures to correct them, The reporting head responds quickly providing services to the employees, The reporting head have the willingness to provide advises *and empolyemt status*.
- The overall fit of the conceptual framework is adequate with RMSEA is 0.74. According to the general rule, if the RMSEA value lies between the ranges of 0.5 to 0.9 it means the "model is perfect fit". Hence the proposed conceptual model is the BETTER and fit model in determine the linkages between RATER dimension of service quality and satisfaction of TANCEM employees

1.10.2 CONCLUSION OF RESEARCH

The management should concentrate on Service quality dimensions like Tangibles & Responsiveness to fulfill the employee's requirements. The top-level management motivates the employees for their work. It leads to the employee work in involvement and increase the productivity. From this research Service quality of TANCEM is measured and it could be concluded that perception level of employees of TANCEM is less than their expectation level. Therefore, the company takes efforts to fill the gap of employee's requirements. Service quality is the main factor to improve the employee's satisfaction where by company can improve their business.

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