Importance of Service Quality Dimensions for Innovative Services in Service Industry

*Dr. Aneet **

*Vishal Vinayak ***

Abstract

Service sector is the lifeline for the social economic growth of a country. It is today the largest and fastest growing sector globally contributing more to the global output and employing more people than any other sector. The real reason for the growth of the service sector is due to the increase in urbanization, privatization and more demand for intermediate and final consumer services. Availability of quality services is vital for the well being of the economy as Customer have become more and more aware of their requirements and demand higher standards of services. The key lies in improving the services, paying attention to more critical service quality attributes which makes it difficult for the service provider to measure and manage services efficiently. This study has explored the relevant literature reviews to find out the services quality practices and improvement methods of the same in different service sectors. Study elaborates different elements of customer quality which plays an important role in service sector. The study also draws an attention towards internal service quality which in term affects customer satisfaction. Discussion on TQM, Quality Management Models Quality dimensions has been made. The determination of the study also provides a comprehensive understanding of quality management and its effective implementation for the betterment of the service sector.

Key Words: *Service, Customer, Quality dimensions, TQM, Quality Management Models.*

Introduction

Service quality is a comparison of expectations with performance. A business with high service quality will meet customer needs whilst remaining economically competitive. Improved service quality may increase economic competitiveness. This aim may be achieved by understanding and improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures

* Director, Gian Jyoti Institute of Management & Technology, Mohali, India
** Research Scholar, IKG Punjab Technical University, Kapurthala, India

and measuring customer satisfaction and other performance outcomes. From the viewpoint of business administration, service quality is an achievement in customer service. It reflects at each service encounter. Customers form service expectations from past experiences, word of mouth and advertisement. In general, Customers compare perceived service with expected service in which if the former falls short of the latter the customers are disappointed.

For example, in the case of TAJ Hotels, Resorts and Palaces, wherein TAJ remaining the old world, luxury brand in the five-star category, the umbrella branding was diluting the image of the TAJ brand because although the different hotels such as Vivanta by Taj- the four star category, Gateway in the three star category and Ginger the two star economy brand, were positioned and categorized differently, customers still expected the high quality of Taj from all their properties. The measurement of subjective aspects of customer service depends on the conformity of the expected benefit with the perceived result. This in turns depends upon the customer's expectation in terms of service, they might receive and the service provider's ability and talent to present this expected service. Successful Companies add benefits to their offering that not only satisfy the customers but also surprise and delight them. Delighting customers is a matter of exceeding their expectations. Pre-defined objective criteria may be unattainable in practice, in which case, the best possible achievable result becomes the ideal. The objective ideal may still be poor, in subjective terms.

Service quality can be related to service potential (for example, worker's qualifications); service process (for example, the quickness of service) and service result (customer satisfaction).

Dimensions of service quality

A customer's expectation of a particular service is determined by factors such as recommendations, personal needs and past experiences. The expected service and the perceived service sometimes may not be equal, thus leaving a gap. The service quality model or the 'GAP model' developed by a group of authors- Kevin, Kristine and Berry at Texas and North Carolina in 1985, highlights the main requirements for delivering high service quality. It identifies five 'gaps' that cause unsuccessful delivery. Customers generally have a tendency to compare the service they 'experience' with the service they 'expect'. If the experience does not match the expectation, there arises a gap. Ten determinants that may influence the appearance of a gap were described by Parasuraman, Zeithaml and Berry. in the SERVQUAL model: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer and tangibles. Later, the determinants were reduced to five: tangibles; reliability; responsiveness; service assurance and empathy in the so-called RATER model.

Measuring service quality

Measuring service quality may involve both subjective and objective processes. In both cases, it is often some aspect of customer satisfaction which is being assessed. However, customer satisfaction is an indirect measure of service quality.

Measuring subjective elements of service quality

Subjective processes can be assessed in characteristics (assessed be the SERVQUAL method); in incidents (assessed in Critical Incident Theory) and in problems (assessed

by Frequenz Relevanz Analyse a German term. The most important and most used method with which to measure subjective elements of service quality is the Servqual method.

Measuring objective elements of service quality

Objective processes may be subdivided into primary processes and secondary processes. During primary processes, silent customers create test episodes of service or the service episodes of normal customers are observed. In secondary processes, quantifiable factors such as numbers of customer complaints or numbers of returned goods are analyzed in order to make inferences about service quality.

Approaches to the improvement of service quality

In general, an improvement in service design and delivery helps achieve higher levels of service quality. For example, in service design, changes can be brought about in the design of service products and facilities. On the other hand, in service delivery, changes can be brought about in the service delivery processes, the environment in which the service delivery takes place and improvements in the interaction processes between customers and service providers. he service industry plays an increasingly important role in the economy of many countries.

Methodology

This paper reviews the literature by identifying different articles, reports and research papers related to Service quality in Service Sector. Different models/concepts are being used by many researchers like TQS (Total Quality Service), TQM (Total Quality Management), SERVQUAL. These models are very helpful in determining and maintaining service quality in different service sectors.

Litreature Review

Atul Gupta, Jason C. McDaniel and S. Kanthi Herath carried out a study on Quality management in service firms: sustaining structures of total quality service and their Proposes developing a conceptual model that can be used in understanding the relationships between sustaining structures that support the total quality service (TQS) philosophy and customer satisfaction and they found out : This conceptual paper develops three constructs: leadership, organizational culture and employee commitment, which are very important in achieving total quality service objectives. The proposed model links these three constructs with business processes and total quality service.

SHEETAL DUBEY held her study on QUALITY MANAGEMENT PRACTICES IN HIGHER EDUCATION(INDORE) in which she evalued that despite the abundance of research on the subject, there is no universal consensus on how best to measure quality in higher education. Thus a variety of approaches have been adopted. This paper presents a review of current quality management practices within HEIs. This paper provides an analytical review of the different quality approaches adopted or tested in management education. This paper highlights the important factors considered for maintain quality in an institution. As a result it was held that increased access to higher education resulting in diversified student populations and mystification, this is taking place in conjunction with increased accountability requirements and the necessity for enhanced

efficiency. Many higher education institutes are testing or implementing quality management models developed for industry. Benefits to be gained from using these models, such as engagement in self-assessment by academic departments and a greater focus on a strategic approach to quality management; these are related predominantly to the efficiency and effectiveness of non-academic functions. Various concerns has been reported regarding use of these models in that they may encourage a culture of managerialism in higher education institutes. It may be time to further rethink current approaches to quality management in higher education to ensure that the quality of teaching and learning is not neglected.

Total Quality Management Application In Service Sector was studied by Neha Shroff, Dr. Kavita Dave (Ahmadabad) - This study has explored all the literature relevant to critical success factors for the implementation of TQM in the selected service organization. This report recognizes the critical factors of TQM and highlights the approaches of quality improvement strategies for an efficient and effective implementation of TQM in business, manufacturing and service sector. Many practices have reached at the conclusion that effective TQM implementation can progress their competitive skills and provide strategic benefits in the market. The determinations of the study also provide a comprehensive understanding of TQM, its uses and present detailed guidelines and explanations of effective implementation of TQM for the betterment of the service sector. It was believed TQM is accountable for development and growth of country's economy. The more rigorously TQM is being implemented in business, the better business performance is perceived. The TQM literature suggested that

for implementing TQM effectively in an organisations, company must have patience, as TQM is a continuing process and requires major changes in the mind-set of the employee as well as in cultural aspects in an organisation. Further, the outcome of this study suggest that TQM is associated with more customer satisfaction, top management commitment, customer focus, team work as most important factor for service organization.

Dr. E. Lokanadha Reddy, Mr. Shaik Karim they made their study on A Study on Students Perception towards Quality of Banking Services - This paper is focused to study and analyze the quality expected and perceived by the students towards banking services and the impact of quality dimension on satisfaction level of students towards the banking services with an aim to explore management students' perception on quality dimensions of banking services. The samples were selected through mixed random sampling method from students studying in management Educational Institutions in Chittoor District of Andhra Pradesh. The Primary Data was collected through the research instrument used in the present research poses a set of structured, paired questions designed to assess the dimensions for both students' expectations and students' perceptions. The collected data was analyzed through Statistical techniques like Mean, Correlation and Step-wise Regression analysis. The results indicate that there are service quality gaps between the students' expectations and their perceptions in six dimensions and further shows satisfaction level is average.

As result it was held that In the analysis of service quality, the use of SERVQUAL as a technique is necessary to explore the most

important strength and weaknesses of a service provider and further it is also necessary to analyze the relationship between service quality and satisfaction. Students felt that the level of services is below to their expectations and their satisfaction towards service quality is average. Two different approaches used are SERVQUAL and customer satisfaction level to assess the service quality and both approaches stress on two dimensions empathy and assurance, dictating as critical dimensions where banks should improve their service quality to make management students to continue with their banking services. Moreover, there is no significant difference found for quality expected and quality perceived in the overall quality of banking services. The results also indicate that all the dimensions are correlated and significant with one another. Therefore, the results proven that the service quality dimensions (tangibility, assurance, responsiveness, reliability and empathy) have a significant relationship with student's satisfaction.

Dimensions of Service Quality Encountered By Students on Sustainability of Higher Education in Nigeria by Rita Nkirukag - She emphasized that this study was designed to examine the dimensions of service quality (SERVQUAL) encountered by students on sustainability of higher education at Babcock University. Also, the study investigated whether the service quality encountered was satisfactory or not. A cross-sectional study was carried out at Babcock University during 2012/2013 summer class. In this study, a total of 250 students were randomly selected. Two valid and reliable instruments were used for data collection. These instruments were (1) Service Quality Dimensions Inventory (SQDI) adapted from

the research done by Pariseau & McDaniel (1997) and Tan, et al (2010); (2) Students' Academic Satisfaction Scale (SASS) developed by Bhamani (2013). Data analysis was done with descriptive statistics, Pearson Product Moment Correlation, t-test and regression analysis. The results showed that the service quality encountered was satisfactory, there was no statistically significant gender difference in service quality encountered and academic satisfaction (t = .973, P< 0.05); while a statistical significant difference was observed based on discipline (t = 1.987, P>0.05). Also, assurance, responsiveness, reliability, tangibles and empathy dimensions of service quality individually contributed significantly to students' academic satisfaction. This study concluded that quality services at tertiary level are the most important factor to promote academic excellence. Also, this study provides university management with a 'snapshot' of service quality and offer suggestions that could be implemented to improve service quality in a competitive educational environment like Nigeria.

This study examined the dimensions of service quality encountered by students at Babcock University in relation to students' academic satisfaction. It provides a picture of service quality from the perspective of students based on the five service quality dimensions in SERVQUAL model as proposed by Parasuraman, et al. (1985) in association with the knowledge sharing as a tool for continuous improvement in fulfilling or exceeding the students' expectation (Tan, Wong, Lam, Ooi, & Ng, 2010).Results of the students' academic satisfaction are satisfactory. This finding corroborates the findings of Petruzzellis, Uggento, and Romanazzi, (2006)who reported that students are likely to be satisfied in their educational institution when the service

provided fits their expectations, or they will be very satisfied when the service is beyond their expectations, or completely satisfied when they receive more than they expect. After the analysis of the survey of all the collected data, the results of the second research question showed a significant relationship between service quality dimensions encountered by students and their academic satisfaction. The outcome concludes that all the service quality variables have significant relationships with the overall students' academic satisfaction. The service quality variables and students' academic satisfaction have a moderately positive correlation which means there is still room for continuous improvement.

Swati Sharma, Vinod Kumar Singh, Jugal Kishor & Naman Sharma on A Study on Customer Perception towards Service Quality and Delivery with Reference to E-Banking - The objective of this paper is to find out the satisfaction level of customers towards their respective bank's CRM by studying the perception of customer. This is an empirical research and relies mainly on primary data collected through a structured questionnaire to study the perception of customers.

This study helps in understanding the perception of customers towards the bank's CRM strategies. Now-a-days, banks mainly talks about serving and satisfying their customers, so this study reveals that do banks really focuses on this factor. On the basis of above interpretation and representation, few things were observed. First of all, we observed that when a customer calls bank's customer care executives, gender does not play a significant role in the response. In other words we can also say that a customer, whether a male or female get the same response from the customer care executives. We have also found that the age group plays a crucial role in

understanding of e-banking services. Age group of 21 to 30 has better understanding of e-banking services as compare to age group of 51 to 60. This reveals that the customers of young age are more satisfied towards the features and functioning of e-banking services. It has also been found that education of customers play a significant role in belief that e-banking services are safe to use. Customers of lower and higher education, both were considered for this paper, and as a result customers who are in degree and above category believe that e-banking services are safe to use. At the concluding point banks are taking initiative to satisfy their customers need and trying to build healthy relationship with customers. It is also necessary that customers also put trust and faith on banks.

Suggested Model for E-learning Quality service (Ola Ibrahim) - E-learning considered being a solution for spreading participation, learning for continuing professional development, reduction of resources, and internationalization. Concerns hover around E-learning Service are:- Quality of service and outcome, and efficiency of the education offered. In this paper, a model suggested to offer the way to defeat concerns, by Applying Total Quality Management philosophy through the E-learning system to increase confidence in this style of education.

The result of all the previous phases shall affect the learner through the afforded high quality E-learning service. The high qualified personnel educated through the high quality E-learning system, will affect the social culture and environment from where comes the "voice of customer", to be analyzed through the QFD, to the leadership management, and the improvement cycle continue.

Nilakshi Wathsal Kumari and Ghazali Musa

OUTSOURCING SUCCESS: CRITICAL MANAGERIAL FACTORS IN THE SERVICES SECTOR - The overall aim of this paper is to develop a framework which considers all the important factors and their interactions in measuring outsourcing success. The framework is derived from the perspectives of resource dependency and social exchange theories. Degrees of outsourcing, vendor management capability and vendor's service performance, have been deduced as the most critical factors which influence outsourcing success. Compatibility between partners and partnership quality are proposed to respectively mediate and moderate the effect on outsourcing success.

The paper identifies some drawbacks of previous theories applied in different studies such as transaction cost economies, resource based view and knowledge based view. The applicability and validity of the resource dependency theory and the social exchange theory have been used in deriving the conceptual framework. The framework presents the critical managerial factors in outsourcing which are dependence and exchange. The degree of outsourcing is a critical determining point as it indicates the level of external resource implication. Social exchange theory facilitates in the interpretation of the governance in the exchange process. To the perspective of managers, they are responsible for carrying out vendor management activities and expected to achieve favourable performance. The paper identifies the moderating role of relational governance in the resources exchange. In addition to that, compatibility between partners is proposed to have a mediating impact on outsourcing success. Based on the model developed, the paper also indicates some possible alternative decisions on outsourcing success which will be useful for practitioners in planning and executing outsourcing activities.

Influence of Internal Marketing toward Internal Service Quality and impact to Internal Customer Satisfaction: Case Study in Tourism Industry in Yogyakarta Special Territory of Indonesia - The result of the study show that: Internal marketing influence toward internal quality service. Internal marketing and internal quality service significantly influence toward internal costumer satisfaction. Never the less, the internal quality service more significantly influence to the internal customer satisfaction than internal marketing. Therefore manager in tourism industry should be improve more the internal marketing than internal quality service.

Based on the descriptive analysis of the results showed that the internal marketing activities and internal service quality in the tourism industry in Yogyakarta Special territory in the category of being this means that in the Yogyakarta Special territory has yet to implement an internal marketing program is well shown by the index value of 31.92 in the limit valuation is well below the criteria. Internal customer satisfaction is influenced by internal marketing and internal service quality. Quality of service provide a more powerful influence than internal marketing, therefore able to provide the level of service quality on internal customer satisfaction. Thus this study supports research conducted by Hallowell et.al; (1996); Hersh (2010) EL Samen and Alshurideh (2012) Wang and Lee (2012). Internal customer satisfaction is influenced of 95.2 percent by internal marketing and internal service quality while the remaining 4.8 percent are influenced by factors other than the variables in this study.

Based on the findings of this study are: First,

the business in tourism industry at Yogyakarta Special territory can be design and decisions based on the relationship of variables that have a strategic substance that internal marketing activities and internal service quality as a major foothold in delivering internal customer satisfaction. Secondly, The Improving of effectiveness internal marketing activities and internal service quality with an emphasis on improving the effectiveness of internal marketing activities to improving the internal customer satisfaction.

Software Support of Quality Management in the Service Sector by Radoslav Jankala The aim of this article is to point out the possibility of using the BOC Management Office tools in quality management and their benefits from the view of firms that use these tools. Between main benefits belongs: all the information from one source; the possibility of using the tools from the simple modeling to different scenarios, analysis and simulation; assessments of performance indicators; which resulted in increasing the work efficiency.

BPM software tools are based not only on the possibility of modelling the individual processes that take place in an enterprise but also on the possibility of describing them in detail, assigning their owners responsible for the individual activities in the process, and the possibility of defining the sources, inputs, outputs of the relevant activity or process. They allow for linking the individual activities within the processes to the organizational structure, business documents, products provided, and an in-house IT system. The advantages of certain tools are that risks can be defined down to the level of individual activities within the process and the necessary control activities can be assigned to them, with the persons responsible for carrying out those activities again being defined. As a matter of

course, it is also possible to monitor the development of the defined parameters on an ongoing basis, thus allowing for an immediate reaction if undesired values occur. An integral part is also the export of outputs in text formats or as html, where appropriate, for the subsequent publication on the business intranet.

A Novel Approach for Evaluating the Service Quality Management: A Case of Telecom CJSC "RASCOM" by Milova Natalia, Zhong Yao, Yu Li. The article proposes one novel approach called Quality Management System, to evaluate the quality of telecommunication enterprise. This quality evaluation approach consists of several steps and simple computation for decision maker reference. The approach has been used to evaluate quality of Russian Telecom company, named CJSC RASCOM. For the current state of the considered telecommunication company "RASCOM", characterized by an integral indicator QMS=.57, which corresponds to 2 classifier level, it can be concluded that the QMS process requires corrective action for improvement and management decision that will be made on a more reasonably structured information. It is seen that the organizational and management process has the biggest weight (W=8/15). The results show that the effectiveness of the management decisions mostly depends upon the reliability of the management review. Embedding of QMS allows providing the trust ability of the taken information and decreasing risks of making "mistake" decisions.

Concepts of Service Quality Measurement in Hotel Industry - Dr. sc. Jasmina Gržinić :The aim of this paper is to show the importance of service quality in hotel industry from both the conceptual standpoint and that of service

quality measurement. The paper describes the most common criteria for measuring service quality, namely the model of internal service quality and the SERVQUAL model. The shown results are those of quantitative and qualitative application of such models in hotels.

In hotel industry, service quality, as an extremely subjective category, is crucial to the satisfaction of the client. It is therefore imperative for managers in hotel industry to apply the SERVQUAL model for the measurement of service quality in their own hotel company, in order to satisfy the guest's expectations and ensure a position on the growing global tourist market. The results of the quantitative application of SERVQUAL instrument show that this model can provide managers with useful information for the assessment of expectations and perception of hotel guests, with the aim of learning about gaps in individual service quality dimensions. need for the application of SERVQUAL model in hotel industry is confirmed

By the fact that in the observed sample, hotel managers do not know the expectations of their guests because the dimensions of service quality they consider most important, do not match those that are most important for the clients, which is confirmed by the total SERVQUAL gap. To sum up, this article tend to clarify the SERVQUAL model as not only provider to the managers with a clear picture of the quality of the provided service, but also helping in discovering the needs, wishes and expectations of the guests. The same is analyzed by determining the characteristics of service quality that are most important for guests. We can say that it helps managers in setting the standards for the provision of services in the hospitality industry.

SERVICE QUALITY IN THE PUBLIC SERVICE
Prabha Ramseook-Munhurrun, Soolakshna D. Lukea-Bhiwajee ,Perunjodi Naidoo (Mauritius) The purpose of this paper is to obtain a better understanding of the extent to which service quality is delivered within the Mauritian public service by drawing on front-line employees (FLE) and customer perceptions of service quality. The paper investigates how closely customer expectations of service and FLE perceptions of customer expectations match. SERVQUAL is used to measure service quality amongst FLE and customers in a major public sector department in Mauritius. The survey captures customers' expectations of an excellent public service and compares these with their perceptions of the service delivered by a particular public service department in Mauritius. The paper also reports on a parallel SERVQUAL survey of FLE to examine how well they understand their customers' expectations and how well its internal processes support the delivery of top quality public services.

This study was able to help this public organization identify important areas for improvement in its service delivery. The findings revealed that employees and customers did not have significant differences in opinions in terms of the gaps between their perceptions and expectations of that public organization. The findings are congruent with the studies of Bitner et al. (1994) and Schneider and Bowen (1985) where both employees and customers have common perceptions regarding the level of service quality delivered in an organization. This study was therefore able to highlight how important it is for an organization, be it a public sector organization, to conduct a survey and consider the opinions of its customers and

its employees in identifying areas for service quality improvements. It is therefore very important for them to know how customers evaluate service quality and what they can do to measure and improve service quality. Therefore, to exceed customer expectations, it is necessary for even a public sector organization to continually improve the quality of service provided to its customers.

Findings

In the backdrop of above reviewed literature, it can be seen that service quality parameters do have important role to play in service sector - education, banking, tourism, telecommunication, hotel as studied in the selected literature review. A part from sectoral focuses various quality improvement tools are emphasized and its importance is reflected in the public service sector apart from private service sector. Through the literature review some important points have been highlighted. It includes:

- It is observed that three pillar for achieving total service quality are organizational culture, leader ship and employee commitment.

- Quality management practices should be consistently followed such as engagement in self-assessment and the focus should be on deriving strategic approach to increase the efficiency and effectiveness of the entire support system.

- It is being concluded that TQM helps in achieving competitive skill advantage but its implementation takes time and management should keep patience as employees take time to adopt the same.

- SERVQUAL is used as a major tool for analyzing service quality which helps in exploring the most important strengths and

weakness of the service provider. It is observed that empathy and assurance are the dimensions where banks should improve their service quality.

- It was observed that Students Academic Satisfaction Scale (SASS) is positively correlated with all the dimensions of the service quality which emphasized on the need of continuous improving all the dimensions of service quality

- It is conclude that gender does not play significant role in the response while calling but age factor and education play an important role in delivering electronic services.

- E-learning system requires complete implementation of TQM so that the confidence can be increased in this style of education.

- Outsourcing is an avenue for hiring getting specialized service areas where vendors capability plays a curtail role in outsourcing success.

- Internal customer satisfaction is influenced by internal marketing and internal service quality.

- Management processes require continuous corrective actions and IT support system for bringing down risk of "mistake" decisions.

- Hotel managers miss judge the perception and judgment of the clients, as the dimension they feel most important did not match those that are important for client.

- Even public sector need to identify the customer's perception and exceed customer expectations

Conclusion

- Providing total service quality requires a combined effort of the management and

employees.

- Service quality improvement is a continuous process and TQM helps in bringing the commitment and team work among management and employees which further ensures customer satisfaction.

- SERVQUAL also helps in finding out the most important strength and weakness and there after steps for improvement can be taken to achieve competitive advantage.

- Continuous improvement of all the dimensions of service quality in Higher education is utmost important for students satisfaction.

- Though Electronic services are being used by the service provider but the trust and faith of such services lies more in young and educated people. Electronic services should be first launched among young educated customers and then extended further.

- In E-Learning mode of education trust need to be increased by implementing TQM practices.

- Though outsourcing is good choice but degree of outsourcing should be considered after analyzing vendor management compatibility and vendors performance delivery.

- Improving internal marketing activities and internal service quality are the major factors for inter customer satisfaction and should be ensured for proper ultimate customer quality service delivery.

- Public Sector also need to focus on service quality dimension as the private sector are focusing on the same.

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