Chapter 2

Review of Literature
CHAPTER 2

REVIEW OF LITERATURE

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ABSTRACT

Quality is the repercussion of performing the job flawlessly at the very first take and replicating it in a better fashion every time. Quality has been portrayed from diverse perspective, from the customer's perspective; quality is in sync with the considerations of a customer. TQM has also been acknowledged as the as the key omnipresent approach in the in the domain of quality. The nucleus values of TQM are: focus on customers and continuous improvement. One of the consequences of TQM is, service quality, very often quoted as an evaluation between the consumers’ expectations and their perceptions of the service they actually get. The researches related to service quality have very commonly been applied through a scale on service quality namely, SERVQUAL which includes five dimensions in its evaluation of service, namely: Reliability, Responsiveness, Assurance, Empathy and Tangibility. The Customer insight of quality is a crucial parameter of their buying options and the attained customer satisfaction. The quality of services of public transport organizations deteriorates as they get old and matured, as a consequence, the commuters are left with no other choice but to accept whatever is at their disposal. The concept of service quality and customer satisfaction have very limitedly been applied in the domain of metro rail transit system and specifically no research speaks of application of these concepts in DMRC, thus the present study focuses on this burgeoning issue.
2.1. THE FLAWLESS CONCEPT: QUALITY

Quality is recognized as a vital ingredient, as it is a significant strategic tool of organizations for applying in the market irrespective of whether it is a product or a service. Crosby stressed that quality and demand had uniformity, and therefore came ahead with the “flawless” concept. He emphasized that quality was the outcome of performing the job perfectly for the very first time and replicating the action, performing better every time.

In the context of management, the Quality connotes varied meanings: in accordance with the specifications (Levitt, 1972; Juran and Gryna, 1991); excellence (Garvin, 1984); accordance with the requirements, adequacy of use, prevention of losses, or how to answer to or to exceed consumer expectations (Grönroos, 1984, Parasuraman, Zeithaml and Berry, 1985\textsuperscript{1}, 1988).

Customer perception about quality is one of the chief criterias of their buying choice and the attained customer satisfaction. Quality has been briefed in diverse forms and from varied perspectives. From the customer’s perspective, quality is according to the considerations of a customer, i.e. the capability of a product or a service to meet or to exceed his expectations (Veljković, 2009, p. 103).

The ultimate appraisal of the essential quality is provided by customers by its recognition or denial in the market. So, quality is not seen through the utility value and the costs of its creation, but through the attained customer satisfaction. Consequently, quality is most regularly explained as the sum of features/characteristics of the products or services that have the capability to meet the articulated and implied desires (Koter et al., 2002, p. 55).

Persistent improvement implies to better and better quality, less and less variation, which are a byproduct of process management practices that bring improvements and innovating in products, services, and processes (Zairi, 2002).

2.2. TOTAL QUALITY MANAGEMENT: THE SUCCESSOR OF QUALITY

Amongst all other quality practices, gradually a large number of organizations have contemplated on total quality management (TQM). Dean and Bowen (1994)² expression about the acknowledgment of TQM as a basis of competitive advantage has been extensively endorsed across the world. TQM has also been considered by Escrig-Tena (2004) as the main universal and advanced approach in the field of quality. TQM’s main objective being to institute a management system and corporate culture to make certain that customer satisfaction is improved, which includes an orderly system for constant upgrading of organizational processes, resulting in elevated quality products and services (Waldman, 1994), quality systems like TQM also result in better service quality and organizational performance (Cook and Verma, 2002).

Sallis E., 1994\textsuperscript{3} attended to the fact that total quality management can facilitate organizations in their strategic operation, contemplating on achieving customer demand to support in organization reforms, or respond to external pressures, and intended at meeting and exceeding existing and future customer demand and expectations.

Quality is a combined measure of all aspect of an organization’ supplier, product, process and service quality performance (Brah et al., 2002), such as reliability, durability, customer service, features and aesthetics, as well as conformance to specifications (Flynn et al., 1995).

Brah et al. (2000) in their research on TQM and business performance in Singapore service sector came ahead with eleven constructs of TQM implementation, namely, support from the top management, focus of customer, employee involvement, employee training, employee empowerment, supplier quality management, process improvement, service design, quality improvement rewards, benchmarking, and cleanliness and organization.

As per Brah, Serene, and Rao (2002), customer focus is regarded as the organization’s effectiveness in identifying its customer desires wants and expectations. It is understood that the focus on their requirements is vital in serving better quality of service (Patel, 1995). Issues related to customer focus and satisfaction acknowledged the principal coverage in the TQM survey literatures analyzed here given the key thrust to a customer satisfaction course in almost all types of industries (Sila & Ebrahimpour, 2002).

The concept of TQM is commonly described as ‘a management philosophy’ based on a number of core quality values and attitudes. These core values attached to the definition of TQM are focus on customers, continuous improvement, top management commitment, system and process control, employee involvement, and managerial decisions based on facts (Svensson and Klefsjo\(^4\), 2000). Most quality literature has termed these as principles, dimensions, elements, critical factors or cornerstones. Hellsten and Klefsjo (2000) give an interpretation of TQM as a Management system consisting of quality core values, quality techniques and quality tools, which are interdependent and support each other. Core values are the basis for organizational quality working culture (Wilkinson and Dale, (2001). Therefore, TQM implementation should start with identifying the quality core values, and then choose the right techniques that support these values, and finally apply tool supporting the techniques rightly.

TQM results in to product and service quality. These improvements from TQM said Hensler (1994) lead to an increased value perception amongst customers, which can be the source of differentiation to the organization. Furthermore, for that kind of service improvement, customer will be willing to pay a higher price. Therefore Sparks (1993) said that TQM increases the organization’s responsiveness to customer needs, which is part of market orientation, and finally will lead to a longer relationship between the organization and the customer.

2.3. FROM MANUFACTURING SECTOR TO SERVICE SECTOR: TQM AND SERVICE QUALITY

According to Dotchin and Oakland (1994), even though TQM is more related to manufacturing companies, it is believed that the concepts and principles underlying it are equally relevant to service industry. Quality system like TQM could lead to a better service quality and organizational performance (Cook & Verma, 2002).

A service is a procedure that escort through fairly concurrent production and consumption processes (Gronroos, 2001). Service quality is an immense differentiator; it holds and maintain the customer’s attention (Berry, Parasuraman, & Zeithaml, 1988). According to Gronroos (1984) and Parasuraman, Zeithaml, and Berry (1985, 1991), the traditional approach for expressing service quality accentuates that service quality perception is a comparison of consumer expectations with actual performance. Chia et al. (2002) simplified the definition of service quality as an evaluation among consumers’ expectations and their perceptions of the service they really receive.

Gronroos (Grönroos, C. 1984) classified service quality as: (1) Technical Quality, pointing to delivery service quality level; (2) Functional Quality, pointing to service delivery means. Good service quality was consistency between customer quality experience with expected quality experience.

With the rising service sector across the world, the need for an instrument that can be used to assess the service quality of the companies in order to evaluate performance of the organisation. The idea of service quality has received a commendable recognition in prior marketing literature owing to its intangible flair both in defining it and measuring (Westbrook, R. 1987). The most general definition of service quality is the capability of
the organization to attain and surpass the expectations of the customers. As per, (R. and Reilly, M. 1983) service quality is the outcome of customer assessment among expected services and the perceptions on the performance of the services. customers are less satisfied about the service quality of an organization if the expectations are superior than performance.

Roest and Pieters’ (1997) define service quality as a relativistic and cognitive inconsistency amid experience-based norms and performances regarding service benefits.

In linked literatures concerning service quality of government organizations, service quality was frequently argued from the perspective of demand or strategy. The studies on service quality have commonly been applied through PZB model proposed by Parasuraman, Zeithaml, and Berry (1985). PZB drives sizzling gush of service quality study.

Later on, in 1988, a scale on service quality namely, SERVQUAL, was proposed, counting service quality as the key –striking hotspot in the domain of research. Whilst public sector differed in its flair due to variable systems, national institutions and administrative institution contrasted each other.

Indexes for assessing complete satisfaction or service quality have been proposed by numerous authors. On the foundations of the method introduced by Kano (Kano, 1984⁵), few (Better, Worse and Quality Improvement) proposed by Berger (Berger, 1993). The most eminent indexes is the SERVQUAL, a method of service quality study.

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assessment proposed by marketing academics. It generates a subjective measure of the
gap between expectations and perceptions in five service quality dimensions common
to all services. (Zeithaml et al., 1986). This technique was applied in numerous fields of
research; Hartikainen et al. (2003) and Akan (1995).

Parasuraman, A., V. Zeithaml and L. Berry, 1985 developed the primary
comprehensive service quality model and later on it was refined by Parasuraman, A., V.
Zeithaml and L. Berry, 1985. This model acquired significant considerations as it was
first introduced to assess the service quality based on customer expectations; what the
customer expect about the service and perceptions; what they actually received
Donnelly, M. and Y.F. Dalrymple, 1996. The credits of the work on service quality
have been given to Parasuraman, Berry and Zeithaml Initially, Parasuraman, A., V.
Zeithaml and L. Berry, 1985 explored ten dimensions of service quality namely:
tangible, reliability, responsiveness, communication, credibility, security, competence,
courtesy, understanding and access based upon the study of focus group. In one of the
studies, a modified SERVQUAL instrument was applied to measure the service quality
of railways.

Ruyter et al. (1997) customized the SERVQUAL scale and empirically tested the
health care services of chiropractic care, aiming to establish the association among
service quality and customer satisfaction. The outcomes suggests that service quality
should be seen as the antecedent of customer satisfaction. Brady et al. (2001) applied
LISREL analysis to study customers of fast food restaurant in America and Latin
America.

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Numerous researchers (Oliver, 1981; Brady and Robertson, 2001; Lovelock, Patterson and Walker, 2001) conceptualizes customer satisfaction as an individual’s feeling of pleasure or disappointment ensuing from contrasting a product’s perceived performance (or outcome) in relation to his or her expectations.

The consequences specified that there was a firm association between service quality and customer satisfaction based on different cultural background. Service quality has a considerable influence on customer satisfaction. It was found by Suresh Chander et al. (2002) that service quality and customer satisfaction were greatly related

2.4. THE SERVQUAL MODEL

Amongst a range of concepts on service quality, two most extensively accepted and applied by researchers are, the SERVQUAL model by Parasuraman, Zeithaml, and Berry (1988) and the Technical/Functional Quality framework by Gronroos (1983, 1990). Based on the interpretation of qualitative data from extensive explanatory research performed in four service businesses Parasuraman et al. (1985) initiated a conceptual framework of service quality. 22-item sections were incorporated in SERVQUAL instrument by Parasuraman et al. The intention was to measure customer expectations for a variety of aspects of service quality and customer perceptions of the service they really received from the local service organization (Lassar et al., 2000).

As per Parasuraman et al. (1985), ‘the customers conceive service quality by making a comparison between their expectations and perceptions of the actual service performance’. The customers rate their expectations and perceptions about service quality on a scale of 22 items of SERVQUAL. A SERVQUAL score is derived by the difference of customers’ expectation score from their perception scores \( P - E \) on the
22 items. The SERVQUAL instrument was consequently empirically tested and validated by a subsequent study performed by Parasuraman et al. (1988). The power of the instrument was reiterated by a number of studies that followed in varied industries applying the SERVQUAL framework. For instance, physicians in private practice (Brown and Swartz, 1989), university (Kettinger and Lee, 1994), web service (Aladwani and Palvia, 2002), airline services (Gilbert and Wong, 2003) and electronic business (Lai, 2006).

Nevertheless, several studies also encouraged debates relating to the application of SERVQUAL. Lai (2006) chronicles these contentions: dimensionality (Carman, 1990), the reliability and validity of difference-score formulation (Babakus and Boller, 1992) and the interpretation and operationalization of expectations (Teas, 1993). Not supporting these ideas, the initiators of the SERVQUAL instrument had also undertook several other studies following their seminal work in 1995 to check and give added evidence to reconfirm the reliability of the SERVQUAL instrument (Parasuraman et al., 1991, 1993, 1994). Gilbert and Wong (2003) pointed that, though SERVQUAL has been extensively undertaken to gauge service quality across a number of industries, the situation differ and therefore an adaptation of SERVQUAL is required. The original SERVQUAL scale serves as a basic framework that calls for adaptations to fit the unique requirements of the service being evaluated. Likewise, the founders of SERVQUAL themselves, i.e. Parasuraman et al. (1991), also advised that the SERVQUAL instruments should be adapted and refined to fit extensive array of contexts, keeping intact the basic structure of the instrument.

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Parasuraman et al. (1988) established in their research that customers counted five dimensions in their evaluation of service namely: Reliability, Responsiveness, Assurance, Empathy, and Tangibles, which refer to as for how the customers systematize information on service quality (Cook & Verma, 2002). Customers conclude the perceived value of service based on their experience with the service delivered. Ghoebadian, Speller and Jones (1994) stated that customers’ expectations, service delivery process and service outcome mark an influence on perceived service quality. Yoo and Park (2007) discovered that employees are an inbuilt aspect of the service process, are influential in meliorating perceived service quality. In addition, Edvardsson (2005) emphasized that perceptions on service quality are designed during the production, delivery and consumption process. The author concluded that customers’ preferred and non preferred experience, as well as their positive and negative emotions might have a significant impact on perceived service quality. Likewise, O’Neill and Palmer (2003) have highlighted that that the degree of the prior experience of the customers with a specific service might influence the customer perceptions on service quality.

Over a period of time a large amount of service quality studies have been undertaken (Ladhari 2008). In all, service quality was evaluated in: accounting and audit firms (Ismail 2006), health spas (Snoj and Mumel 2002; Marković, Horvat and Raspor 2004), higher education (Russel 2005; Marković 2006), hotels (Markovic 2003, 2004; Juwaheer 2004; Wang, Wang and Zhao 2007; Raspor 2009), insurance (Tsoukatos, 8


Ji Cheng Zhu et al. (2011) evaluated the outcomes of assessing Service Quality (SQ) using the SERVQUAL instrument and the analytic hierarchy process (AHP) at a Hewlett-Packard Authorized Service Centre in Beijing, China in 2006 and found that the a vital variation among the results of the two methods suggested that the approaches differed in the sense of their capabilities in reflecting respondent opinions correctly. Robert E. Miller (2011) evaluated a burgeoning issue in service quality evaluation by applying the SERVQUAL instrument and presented the results of a field study in which randomized and non-randomized versions of SERVQUAL were administered in a number of organizations and resulting samples were then used to make factor structures which proved to be non-congruent. Elizabeth Vaughan, Helen Woodruffe-Burton, (2011) explored that ARCHSECRET was superior to the modified SERVQUAL in terms of its overall predictive power and ARCHSECRET was found to be reliable and valid for the measurement of the disabled student experience in higher education, while acting as a diagnostic tool for the identification of service quality shortfalls. Godwin J. Udo (2011) highlighted Assurance, Empathy, Responsiveness and Website Content can influence e-learning quality and “Website Content” had the most significant influence on perceived e-learning quality. Ahmadreza Shekarchizadeh (2011) explored the five factors in the form of professionalism, reliability, hospitality, tangibles, and commitment and the single mean t-tests for the three methods of gap analysis indicated that all the items of perception were perceived as significantly
negative as compared to expectations in university senior management. The findings from the study would assist in designing a quality system that involves not just the employees, but also the students.

Rosemary Batt (1999) found the strengths and weaknesses of Total Quality Management and Self-Managed Teams, in contrast to mass production approaches to service delivery, amongst customer service and sales workers in a massive unionized regional Bell operating company and represented a “strong test” of the efficiency of teams because theory forecasts weak outcomes for self-managed teams amid service and sales employees in establishments where technology and organizational structure restrict opportunities for self-regulation, the kind of work and technology do not call for interdependence, and downsizing creates persistent job insecurity-conditions found at the company studied here. Terence A. Oliva, Richard L. Oliver, Ian C. MacMillan (1992) analyzed the concern in view of customer service for practitioners and academicians as they have pointed that simply investing in higher service delivery might not return the cost of the additional investment and proposed a method for evaluating this complicating behavior in the sense that can lead to the development of more focused service strategies by understanding the relationships among customer-transaction costs, satisfaction, and purchase loyalty. They used a catastrophe model to explain a service loyalty customer-response surface. Then, by presenting a “real-world” application with a small service-quality customer data set given by General Electric Supply, they reveal how one actually estimates such a model and interprets the results. Bo Edvardsson, Bengt OvGustavsson (2003) analyzed in their research on new service development (NSD), the interest has chiefly been on structural aspects of the service offering explored that most of the requisites of service and the manufacturing sector are
alike many requirements but also that there are distinct differences based on the evaluations presents a sixth requirement. Examples of requirements were the ability to control the work situation and to be involved in the decision-making processes, a safe physical work environment and the ability to develop social relationships through the work. Mary Jo Bitner, Bernard H. Booms, Lois A. Mohr (1994) explored those sources in service encounters from the contact employee’s point of view of the hotel, restaurant, and airline industries and their results normally support the theoretical predictions and also point an added source of customer dissatisfaction-the customer’s own misbehavior and the findings have suggestions for business practice in managing service encounters, employee empowerment and training, and managing customers. Research on service quality has been done from various angles since a good span of time, suffice amount of researches have been contributed by (Gronroos, 1982; Berry, Zeithaml & Parasuraman, 1985; Brady & Cronin, 2001) in creating the service quality concept. There is a requirement for making conceptual changes as the current concept of service quality does not fit the multidimensional situations across nations. (Cronin and Taylor, 1992; Brady and Cronin, 2001) stressed in their research the need to address the multidimensional aspect of service quality.

The concept of evaluating service quality across a number of service sectors has been explored by researchers like (Parasuraman et al, 1985; Berry, Zeithaml & Parasuraman, 1991; Koelemeijer, 1991; Cronin & Taylor, 1992; Vandamme & Leunis, 1993; Parasuraman, Zeithaml & Malhotra, 2005). Although SERVQUAL has been applied in a wide range of studies, it was modified to fit a specific sector and context, like E-SQUAL for electronic sector and SERVPERF for service preference. Thus there is a
The concern of meliorating the service quality whereby organization can draw competitive advantage has been analyzed by (Reichheld and Sasser, 1990; Berry, Zeithaml, & Parasuraman, 1990; Hensel, 1990; Berry, Zeithaml & Parasuraman, 1994; Berry & Parasuraman, 1997; Glynn & Brannick, 1998; Johnston & Heineke, 1998; Harvey, 1998). Service quality has been utilized as a vital component in understanding consumer behaviour. A positive consumer behaviour on service quality would result in higher returns (Zahorik & Rust 1992; Boulding, Kalra, Staelin & Zeithaml, 1993; Berry, Zeithaml & Parasuraman, 1996; Liu, Sudharshan & Hamer, 2000).

In previous service research, meeting and exceeding expectations of clients and customers is a perspective that has gained most attraction. This concept is all inclusive and cuts across service domains, but expectations change and experiences with alternate service providers could shape the customers’ expectations. The important research gap here is attaining customers’ expectation towards a particular service (P. Hernon, D. A. Nitecki, 2001).

A gap is the difference, imbalance or disparity which is determined to exist between customers’ perception of firm performance and their prior expectation. Service quality (SQ) perceived by customers is therefore as a result of a comparison of customers’ expectation (E) of services that the organization should offer versus their perception of the performance (P) delivered by the service organization.

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This SERVQUAL continues to be widely used in marketing studies of customer satisfaction and consumer preference (P. Kotler, G. Armstrong\textsuperscript{11} 2006), despite some argument that other models may be better (A. Q. Othman, L. Owen 2003). The stage of performance that a top quality service will need to give was conditioned through the expectation of the customers. Service quality is judged low when the performance was below expectation.

Quality programs are framed to enhance the organization’s prospective revenue and abate the cost of quality (Banks, 1992). Off lately empirical studies pertaining to the relationship between TQM and organizational performance and also quality have depicted strong and positive results. This is approved by Ahire et al. (1996), Flynn et al. (1994), and Samson and Terziovski (1999). This is true as the chief focus of TQM as suggested by Deming, Juran, Crosby and Ishikawa is to meliorate quality. A research on the association between TQM practices, quality performance, and innovation performance undertaken by Prajogo and Sohal (2003) summated that TQM is considerably and positively related to quality performance as well as innovation performance.

Litton (2001) too stressed that TQM process enhance quality and service. He summated in his paper on TQM – Concept Articulation that effective TQM processes can deliver remarkable improvements in both product and service quality which then resulted in increased customer satisfaction and organization’s profitability.

Geralis and Terziovski (2000), Roth and Jackson (1995) explored that by establishing a motivated, customer oriented management philosophy and practice; internal service

quality levels become favorable. They also stressed that employees’ possessing organizational knowledge and skills are vital in providing service quality where in high levels of employee morale and satisfaction were found dependent on the empowerment and involvement of employees. Some of the famous practices in TQM are, namely, customer focus, employees’ skills and knowledge as well as their empowerment and involvement. Thus TQM can result in an improved level of service quality in organization.

2.5. SERVICE QUALITY LEADING TO CUSTOMER SATISFACTION

Customer insight of quality is a vital parameter of their buying choice and the attained customer satisfaction. Customer satisfaction is an obvious assessment the whole range of services and products (Leem and Yoon, 2004). Chien et al. (2002) confirmed that most companies execute some strategies to provide customers satisfaction but fail to keep up because of lack of focus and lack of experience to maintain service.

Management of service quality largely focuses on managing the gaps between expectations and perceptions of customers (V.A. Zeithaml, and M.J. Bitner 2003) the goal of the firm is to minimize the gap between (P) and (E). Rowley pointed out that previous researchers such as Lehtinen and Lehtinen ( J.R. Lehtinen, and U. Lehtinen 1982) and Gronroos (Gronroos, C. 1988 )also applied gap principles similar to that proposed by Parasuraman et al. (V.A. Parasuraman, A. Zeithaml, L. Berry 1985).

From the literature that has been reviewed so far, customer satisfaction seems to be the subject of considerable interest by both marketing practitioners and academics since

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1970s (Churchill and Surprenant, 1982; Jones and Suh, 2000). Companies and researchers first tried to measure customer satisfaction in the early 1970s, on the theory that increasing it would help them prosper (Coyles and Gokey, 2002).

A review of the emerging literature suggests that there appears to be relative consensus among marketing researchers that service quality and customer satisfaction are separate constructs which is unique and share a close relationship (Cronin and Taylor\textsuperscript{13}, 1992; Oliver, 1993). Further studies conducted by Gronroos, C (1988); Zineldin (2005); Zheng and Jiaqing (2007); Pucher et al. (2005) summated that customers look up for the best services whether it would be provided by private companies or public companies and by meliorating quality and responsiveness customers could be satisfied which would ultimately be helpful for the reputation and profit of the companies.

Customer satisfaction is an individualistic feeling of either pleasure or disappointment stemming from the analysis of services provided by an organization to an individual in association to expectations, R. L. Oliver (1980) B. Leisen, and C. Vance (2001).

A higher priority is laid by Service providers on the concept of customer satisfaction, as it has been viewed as a requirement to customer retention. As a positive repercussion of marketing activities, high customer satisfaction results to an iterated visitation to stores, repeat product purchases, and word-of-mouth promotion to friends, E.W. Anderson, C. Fornell, D.R. Lehmann (1994\textsuperscript{14}), J. M. Bloemer, and H. Kasper (1995), while low customer satisfaction has been related with complaining behavior V. A. Zeithaml, L.L. Berry and A. Parasuraman (1996). A satisfied customer stays loyal for a longer time,


Varied studies (cf. Edvardsson, 1998) have contemplated on how passengers of public transport value quality factors, and the final result gives a measure of the value of different factors and ranks them. None the less, there are not significant studies pertaining to satisfaction in public transports, especially in metro services.

The importance of service quality and customer satisfaction has been emphasized by the researchers. Important investigations have been undertaken in both fields, specifically in services (Andreassen, 1995; Edvardsson, 1998; Friman Garling, 2001; Higgs et al., 2005). Though, a handful of studies have explored the both sides of the service process: operations (the internal side) and customer (the external side) perspectives of quality and satisfaction.

In the public sector this is counted for a particular interest. Public services, such as public transportation, have to meet the needs of the customers playing, at the same time, a role in economic and urban sustainability

2.6. SERVICE QUALITY: A SIGNIFICANT ASPECT OF TRANSPORT SECTOR

Public transportation definition reveals it as a form of transportation by a conveyance that offers persistent general or special transportation to the public; barring school buses, charter and sightseeing service. Public transportation comprises varied modes such as buses, sub ways, rail, trolleys and ferry boats (Tran & Kleiner, 200515). Public

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sector organizations including transportation services are generated by governments with an objective of not competing in the open, instead their aim is satisfy the requirements of general public. The quality of services of public transport organizations deteriorates as they become older and matured, the commuters left with no other option but to accept whatever is available (Andreassen, 1994).

In order to improve this scenario the notion of quality should be launched into public transportation for living up to the quality expectations of the public (Ancarani & Capaldo, 2001). The authorities of public transit system make focused plans like carrot and stick policy for the managerial cadre in order to deliver a better performance and encourage them with autonomy to act (Brysland & Curry, 2001).

The benefits of Competitive advantage to the customers and service quality is the prime key to attain this (Clow & Vorhies, 1993). The Service quality is identified as the key areas which are concentrated upon by the public organizations including transportation services which are focusing in present times (Ancarani & Capaldo, 2001). Although service quality is the prime concept in the domain of public transportation, the amount of researches undertaken to investigate the issue are considerably very less (Friman, Edvardsson, and Garling, 2001) thus to a great extent, this is an untouched domain to be investigated. Transit agencies have a keen desire to attain high levels of service quality, considering the needs and expectations of the (Bertini and El-Geneidy, 2003). Due to reason, the importance of making use of tools to determine the significance of service quality attributes on global satisfaction and to measure service quality has increased.

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Studies on railway passengers’ service quality reveals that, although amount of researches undertaken at national and international level are related to railways but a handful of studies and reports are available for Delhi Metro railways. Some of the prior studies in this domain were conducted by Allen and DiCesare (1976) who stated that quality of service for the public transport industry comprised two categories: user and non-user. The user category consists of speed, reliability, comfort, convenience, safety, special service and innovation. A large number of studies (cf. Edvardsson, 1998) have contemplated on how the commuters of public transport weigh quality factors, and the final result provides a measure of the value of different factors and ranks them. Nonetheless, there are not important studies about satisfaction in public transports, specifically in metro services

2.7. METRO TRAINS CONFINING TO SERVICE QUALITY

A rise in demand for travelling and choices in utilizing private vehicle is resulting in rapid motorization in a large number of countries counties across the globe. Majority of commuters are now a days immensely dependent on private motorize travel (Ellaway et al., 2003). This scenario prevailed because of comfort and attraction for cars and people’s love for driving it (Beirão & Sarsfield Cabral 2007). An increased amount of private motorization has given way to in a rise in traffic congestion which has resulted in longer commuting hours for the commuters (Beirão & Sarsfield Cabral, 2007; Asri & Hidayat, 2005).

Apart from congestion on roads, private motorization has also impacted the safety of vulnerable road users (Kodukula, 2009), high consumption of non-renewable resource (Abmann & Sieber, 2005), have caused grave hazards to the quality of human
environments (Goodwin, 1996; Greene & Wegener, 1997). To reduce the amount of problems created by this rise in motorization, it is profusely suggested by majority of researchers as well as public decision makers to establish an attractive public transport service as a substitute transport mode in many cities.

Quality is the holistic experience perceived by the customer during interaction with a product and service. Parasuraman et al. (1988) conceived the definition of quality taken as a whole judgment. Brown et al. (1992) stated the organizations bearing high service quality as preferable which facilitates them to charge premium price. While Parasuraman et al. (1988\textsuperscript{17}) point it as “competitive weapon”. Public transport actively participate for providing a sustainable transport in the future. Though, in order to retain and attract a large number of passengers, public transport agencies should strive to attain high service quality to provide maximum satisfaction and fulfill a wide range of varied customer’s requirements (Oliver 1980; Anable 2005). It is vital to summate the knowledge that highlight the drivers of customer satisfaction and dissatisfaction in public transport area to frame an attractive and marketable public transport. Copley (2004: 18-21) highlighted that an investigation should be made by organizations by peeping in to all related information in their social and economic environment and use it to guide their activities.

Lidén (2003:346) also stated that devoid of communication can impact customer perceptions about service quality. The service delivery improvement plan of the Department of Transport in South Africa (National Department of Transport, 2006) emphasized that “communication has a prime role to play in meliorating service

delivery”. The intercity bus transport industry in South Africa, as a public transport service, is a very significant component of South African tourism development. The improvement of the intercity bus transport service quality should result in an increase in the industry’s productivity and customer satisfaction (SA transport gets money injection from big funder, 2006). SERVQUAL, as a tool of measurement to analyze service quality, will identify what factors in intercity bus transport industry are impacting the service delivery system. As a 2010 FIFA World Cup host country, South Africa should also be concerned with good communication skills in the whole social and economic environment (National Department of Transport, 2006). Effective communication will be able to affect the service quality of the transport industry, and also the prestige of a country (Friman and Edvardsson, 199818: 22).

Sudin Bag et al. (2012) highlighted that in prevailing competition oriented scenario consumer satisfaction should be the first priority. To attain this, the business organizations must meet the expectation of its customers. The organization focus should not only be to satisfy the customer but also focus on the delighting them. Therefore, it is vital for organizations to highlight the factors that influence customer satisfaction level and deliberately measure them and initiate the required amendments on the basis of customer perception and requirements. Their study used data collected through a structured questionnaire from a sample of 250 respondents and found the key factors associated to Kolkata Metro Railway services that have an impact on customer satisfaction.

Transport is the key ingredient in the economic development of the country as it creates employment opportunities and sustains economic activities. Transport is the channel of

social and economic interaction involving the physical movement of people and goods. The quest for service quality has been an essential strategic component for service firms like Delhi Metro Rail Corporation attempting to succeed and survive in today’s competitive environment. The SERVQUAL model focuses on the difficulty in ensuring a high quality of service for all customers in all situations. SERVQUAL methodology is an analytical approach for evaluating the difference between customers’ expectations and perceptions of quality.

2.8. CONCLUSION

The above mentioned review of literature reveals that manufacturing and service sectors have acknowledged the significance of quality. Thus, they have been impacted by some quality programs in relation with Total Quality Management (TQM). TQM has always benefited the organizations in one or the other way the best known benefit is better service quality, a key tool in satisfying the needs and wants of the customers. The review also highlights that consumer satisfaction is a cumulative overall satisfaction, based on all contacts and experiences with a company and the client’s experience until a certain moment. Over the last few years, companies have gradually focused on service quality and customer satisfaction. This strategy is very fruitful for the companies and customers, particularly for transit agencies and passengers. An improvement of the supplied service quality can attract further users.

A good amount of studies have contemplated on how passengers of public transport give value to the quality factors, and the final result provides a measure of the value of different factors and ranks them. Nonetheless, there are not significant studies about service quality application and satisfaction in public transports, specifically in metro services.