

РАЗВИТИЕ НА КАЧЕСТВОТО НА УСЛУГИТЕ: ПРОБЛЕМИ И ОСНОВНИ ТЕНДЕНЦИИ

Мохамад Саламех Албмеидийн

DEVELOPMENT OF SERVICE QUALITY: PROBLEMS AND BASIC TRENDS

Mohammad Salameh Alhmeidiyeen¹

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Abstract

The purpose of this paper is to overview the main concept of service and the factors that lead to the evolution and growth of service in the recent years, along with the views of delivering the service. Shading the light on the main characteristics of the service, those have a significant impact on the management of service operations; four of them were discussed by many researchers and two were recommended by the author. The quality of service and its dimensions compared to the quality and dimensions of product are viewed as a comparative between them. The determination of perceptions of the customer, and how the company response to the according to the three levels as proposed by Kano's model. Introduce the ServQual method or the five gaps, as an important way to treat quality of service as an integrated process, and a systematic way to improve service. The main trends in quality of service development were discussed. Then a brief discussion was included.

Key words: Service, Service development, Service quality, Technology, and Customer

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1. Introduction

There is a deep review of the concepts, and practices underlying service management since 1970s. The production (manufacturing) department has received the primary attention from the specialists; significant developments and achievements are being realized. The company has the highest levels of productivity, and performance improvement at both the strategic and operational levels. It invests in the industrial sector the largest proportion of Gross National Product (GNP), while service companies were far from this interest, and managed in a traditional manner characterized by poor resource utilization, and low efficiency of performance and poor service.

With the expansion of the service sector, increased specialization, and investment in its areas, and with the entry of new competitors at the local, national and international levels, challenging the old concepts and practices of its management, services have become the main and most important field of competition. In light of the internationalization of production, and the adoption of industrialization worldwide, industrial companies have also focused on the services they provide, and the management of the service in the competition process as an important source of superiority and excellence.

For the first time, the services that were far from the attention and its efficiency that were away from any measurement and evaluation, need a serious pause for the review, measurement, evaluation, and search for means and tools that help rationalize the use of resources. It has also become apparent that services were previously purely manual, often converted to scientific specialties, and have high technical expertise, which requires to be managed in a rational way. The quality of the service, which has been remarkably neglected, due to the characteristics of the service (e.g. asymmetry of the service provided, the separation of service consumption from production, the difficulty of developing service specifications and compliance with industry, etc.), has become a new source of competitive advantage, equally important and powerful are the most advantageous factors in industry, including scale and

¹ Al Zaytoonah University, Amman, Jordan, University Lecturer, mhmeidiyeen2012@gmail.com

technology. This is perhaps due to the increasing demand for services, especially the highly qualified and specialized services. All this has been largely reflected in the fact that, the service sector has the highest marginal return compared to other sectors; the industry itself has become dependent on so-called service-based competition. This explains the call to skip products and goods to adopt services as a rule in the work of companies in competition. That is clear the service organizations become a predominant form of business in the USA along with other countries all over the world, by 2005 the contributed over 68 % to the gross domestic product according to US Bureau of Economic Analysis (Walsh and Gordon, 2010).

Quinn et al., (1996) argued that companies should adopt what they call a service-based strategy, rather than a commodity production strategy. With this insistence on services, it became apparent that services in the 1990s were under siege, as (Roach, 1991) pointed out in his study "Services under Siege: The Purpose of Reconstruction," Which requires the management of the service to remove all the covers invoked by the services, to justify the lack of efficiency in services. This was the first step to talk about the "service industry", clearly referring to the attempt to build industry-like services. The introduction of mass service and its effective regulation in the cafeteria line and its basic unit, mass production, and its effective organization in the product line and its basic unit is the standard model product.

The same has been seen in the quality of services, as there is damage in industry, there has been talk of "defective customers," (Reichheld and Sasser, 1990). The concept of zero industrial damage was introduced. Zero damage to services was also introduced, as a fundamental objective. Customer loyalty is based on the fact that, each customer requesting the service is a project for a loyal customer, who will buy back from the same company every time without losing it, or being damaged in non-return. The services that have faced a deep review of concepts, and practices in terms of both efficiency, and quality since the 1980s, now stand rich experiences, major achievements, leading models in managing, improving performance, and quality of service.

2. Service concept

A service is an activity or work performed for a particular purpose, or a function to be requested. This function can be predefined (as in standard services such as an ATM service) or unspecified (as in the customer service e.g., medical diagnostic service). On the other hand, the service concept can be viewed as a complete package made up of a set of tangible and intangible elements (as cited in: Karwan and Markland, 2006). The services are characterized by great diversity. They can be specialized as in medical consultation or lecture, solving technical problem in production, accounting work, machine maintenance, etc. The service can also be manual, as in cleaning work or maintenance of tools and equipment. Some industrial companies offer "pure good" only, without mixing it with the service, as in mines that, extract and sell raw materials, without providing any service. Such naked goods are called commodities; competition is based on price rather than characteristics. While the goods are distinguished from each other, competition is done on the basis of characteristics, including the characteristics associated with the associated service. In contrast, some service companies also provide a pure service, only without the association with the commodity. As the case in consulting firms, that does not associate service with any type of goods. However, the majority of companies offer a mix of good-service. The car manufacturer offers cars as a commodity, and offers a wide range of marketing services and after-sales services. It can be concluded that the service concept relates to the characteristics of the service offered to the target market (Ponsignon et al., 2011).

It is important to emphasize that the great development is taking place in the services sector. This development falls within the scope of what can be described as the service revolution. In the developed countries, the industrial sector is no longer the dominant sector, as the developed countries shift from the industrial economy (where industry is the leading sector of the economy which accounts for the largest share of investments and uses the brightest minds) to the service economy (where

services have achieved the highest marginal return compared to other sectors). Since 1970s service quality has been receiving increasing attention. In fact, the development of services at high rates makes it more like a service revolution.

The services share of total trade for OECD countries (OECD, 2012) is on a rising trend, increasing from 19% in 1971 to 23% in 2010. Meanwhile, services account for about 30% of US exports. If trade were measured in value added terms (instead of gross output terms), it seems to be likely that this share would be significantly higher, and possibly even exceeding 50 % (Gonzales et al., 2012).

The rate of growth of the service sector is outpacing the rates of growth of other sectors, but in many cases at their expense, as the decline in investments in the industry against the increase in investment in services. The question is: why is the rate of service growth so high? In order to reach an answer, we refer to the following factors that might be the answer:

1) High added value for service

Until recently, most of the added value came from manufacturing processes, that convert raw materials into useful forms of goods (iron conversion to cars or wheat to flour), but value added is increasingly coming from technical improvements such as commodity attributes, commodity image, and other characteristics that services added.

Quinn et al., (1996) have pointed out that more companies are beginning to view manufacturing as low marginal activity. For example, in the computer industry, the production of hardware is a low activity, while the software and the auxiliary activities of the services, are what make the value of the item the largest for the customers. On the same context, they believed that industrial companies need to rethink a new strategy: service-based industrialization strategy, rather than commodity production.

2) Effect of growth

The demand for services is increasing continuously, and according to the laws of consumption, the increase in income lead to an increase in the proportion of spending. The bulk of this increase goes to services rather than material goods. This economic analysis is consistent with the well-known Clark-Fisher hypothesis (Zhou, 2016), which economically assumes that societies move in successive stages, from lower-level societies that depend on fishing, agriculture, and forestry, to second-level societies that rely on manufacturing of material goods; then to third-level societies that rely on services, such as marketing, transport, finance, communications, and professional activities. In post-industrial societies, the provision and marketing of services are more important than the production, and marketing of physical goods, especially when consumer income increases to a point that shifts from the search for more physical goods, to more and better services, better health care, higher education ... etc.

3) Impact of technology

Technology is responsible for finding more goods, but finding more goods is often faster, and sooner than finding more services. Television is already emerging from its maintenance services. Satellite technology and more advanced communication systems create associated services, such as television subscription services. The technological development has contributed to providing the most standard, and consistent service delivery technology, such as ATMs, credit cards, and others, which facilitated the expansion of services, and the rapid exchange of services.

4) Change the customer's lifestyle

Changing consumer lifestyles is a key issue. People are looking for more services such as education and training services, personalized services such as haircut, home and car cleaning. As the business is becoming more specialized, we need more specialists in business and services, especially as women are increasingly out for work, making the need for compensation from home a pressing issue (Markin, 1982).

These factors, insofar as they have led to the expansion and diversification of services, have led to the need for a serious review of service management concepts, and practices. Services have followed industrialization in the past. The vast production that flourished in the 1920s was followed by

mass service, like McDonald's opening the first public restaurant in 1955, based on fast service food. This was not possible in the context of the need for new concepts and practices of the service model. Which was must be similar to the old model of manufacturing (Altaee and Al Alak, 2009). Drucker (1999) pointed out that even in Japan (which has the highest productivity in more than two decades), the vast majority of workers in the fields of knowledge work and services are of low productivity, as in the rest of the industrialized world. Such a decline in productivity and performance is facing a strong challenge in the current period, Roach (1991) called it "the new wave of reconstruction", because services until recently were protected from competition, on the basis of service even among industrial companies.

5) Internet and e-services

If the company as a physical entity is the embodiment of capital in the industrial age, e-business works the same in the digital economy. In terms of providing business opportunities in an expanding sector, with a marginal value that outperforms other traditional sectors. Since the mid-1990s, the characteristics of business, assets, production, marketing and material distribution have been diminishing in importance, and in their role in creating value in exchange for the development, and expansion of e-business in its virtual and digital dimensions. With the Internet (the highest technology to date), the wave of e-commerce or digital services has begun. Business and e-commerce are services above all else. Digital products are services above all. Electronic services are the new address for creating value in a digital world. It is enough to point out the volume of business on the Internet today to get a good grasp of what this new type of service is. According to the Statista Portal (Statista, 2018) reported that, retail e-commerce sales in the United States, in 2016, online sales of physical goods amounted to 360.3 billion US dollars and are projected to surpass 603.4 billion US dollars in 2021. In 2016, almost a fifth of China's retail sales occurred via the internet, compared to only 8.1 percent in the United States. The UK, South Korea, and Denmark are also ahead of the U.S. in terms of retail e-commerce share. On the same context, according to shopify the Global Retail Ecommerce Sales Will Reach \$2.8 Trillion by 2018 (Orendorff, 2017).

After e-business has shown that it is achieving significant savings. In the context of this development, we must point out that the provision of services may develop significantly not only in terms of individual service providers, or in the automation of services using self-service technology, but also in the level of view and concepts of service delivery. In this context, we can distinguish between three views of service delivery:

5.1. Service Provider View:

A service-tracking view for the industry is an attempt to access the mass service mode. This view is based primarily on understanding the system of service delivery, requirements, and response in order to raise the efficiency and utilization of the service system. Standardization and service stereotyping are the most prominent title in the work of this view. Why? The answer is simply because, with standardization, a limited number of services are provided, and the exact identification and training are provided for employees, when they are submitted by the service machines. Most importantly are the customer's intervention in the service delivery and the diversity of demand. In this view, efficiency is the criterion, and the source of competitive advantage is the standard and large volume of service recipients in a given period. Competitive advantage is the minimum cost of obtaining service. This is what found in fast food restaurants and in the ATM services where one service takes only seconds.

5.2. Customer View:

A view that identifies the service and the customer needs behind the service request. It is based on the customized service style. It is based on the service provider's response to the specific needs of each customer, which often does not match the needs of the other customer. Some services can only be clientele, such as shaving, medical diagnosis, and legal advice.

5.3. Integrative View:

The two views can be seen as a historical development in the company's response to customer needs and expectations.

Before discussing the quality of service and trends in-depth review, it is beneficial to look at the characteristics of the service and its associated causes that have led to low productivity and performance.

3. Service characteristics

Service is a moral activity or heterogeneous commodity, and often non-typical commodity, it is produced and consumed at the same time, and requires interaction and contact with the customer. Studies have been carried out in this field to clarify the characteristics of the service, compared to the characteristics of the commodity. The commodity is tangible material, its ownership can be changed, and their production is prior to their consumption, can be transported or exported elsewhere. The service is an immaterial activity whose ownership is neither altered nor transferred, cannot be resold, stored, produced and consumed simultaneously, and cannot be transferred or exported to another place, but the service offering system can be moved or exported.

I can refer to some of the basic characteristics of the service, which have a significant impact on the management of service operations, and on the policy and plans of companies, in achieving the quality of services in different areas. These characteristics illustrate one aspect of service management problems. The first four characteristics are discussed by many authors, the fifth and sixth characteristics are recommended by the author, which are as follows (Zeithaml et, al., 1985; Moeller, 2010; Jaskulska, 2013):

3.1. Intangibility:

A dominant feature of services is intangible, which means that the service provider is often produced by non-material benefits such as consulting, development of expertise and skills. The airline sells transportation services, and hotels sell accommodation services.

3.2. Inseparability:

In many cases, service delivery and consumption cannot be separated. The provision and consumption of the service is in contrast to the commodity that can be produced at a particular time and place, and consumed at other time and place, other than the place of the worker who produced it.

3.3. Perishability:

Services are subject to fading and disappearing once they are submitted, or after a certain period, cannot be stored. For example, the tour ends at the end of the journey, and a second stroll may not be possible upon completion. The haircut lasts for a few weeks, and no additional shave can be purchased for use when needed. It is this privilege that makes the fluctuating demand for services a big problem.

3.4. Heterogeneity:

Standardization is a feature of the wide production of goods, where goods are identical and homogeneous, orange juice is similar to all other cans in a company in terms of shape, size and juice, but standard is difficult to investigate services, there are no similar services. The service provided to the customers by the employees is unique, and cannot be as standard as the juice box can be produced with the same specifications. But in services, the agent is unable to repeat the same to serve the same way each time.

3.5. Customer Contact:

Most of the services require the presence of the customer, and often intervene in the request for service as needed, and with specific characteristics to suit the needs of the customer. In many services, customer intervention is not limited to the delivery of outputs in the service system, but rather interferes with the inputs (as in the request for health care by the patient according to his or her health), or operations (how to serve in the clinic or hospital) until the output. This is unlike industry, where customer intervention is often limited, to deal with the company's output.

3.6. Lack of ownership:

The service is used on demand, and ends when presented, without any opportunity to own it and then resale it as happens when buying a bicycle and after a period can be sold.

All these characteristics represent problems in services compared to products, and have led to basic results, including:

3.6.1. The difficulty of direct get benefit from the advanced concepts and applications of production management in the field of services. Davis and Botkin (1994) argued that services in banks, hospitals, and other fields are dense Knowledge. Services are now located in the same location, as manufacturing in the early nineteenth century.

3.6.2. The difficulty of measurement and assessment of productivity and performance in the services is, due to asymmetry and standardization in services.

3.6.3. Low productivity and performance, is still the most prominent feature in service companies, due to those characteristics that limit the possibility of measurement, as what is difficult to measure, is difficult to manage as well.

3.6.4. Customer Relationship, the service provision needs the presence of customer unlike the in industry the customer intervention is limited, this will require a special care to the customer relationship and their needs.

4. Quality of service

The concept of quality of service is used to refer to several things, where some managers use the concept to mean how to deal with the customer, while others are seen as a total outcome and not as part of the points of contact with the customer. Quality of service can be defined as, the comparison customers make between their expectations about a service, and their perceptions of the actual service performance (Parasuraman et al., 1988; 1985). On a comparative basis between product and service quality, service can be defined as dimensions and features that distinguish them from the most recent product quality features. Garvin (1984; 1987) has identified eight dimensions of product quality: performance, durability (product lifetime), conformity of specifications, features, perceived quality, reliability, serviceability, and aesthetics. In the same context, (Jaskulska, 2013; Yarimoglu, 2014) identify the basic dimensions of quality of service which are as follows: tangibles, reliability, responsiveness, competence, and empathy. Table no.1, illustrates the quality dimensions of the product and service.

Table no. 1. Product and service quality dimensions

Quality of product dimensions	Quality of service dimensions
1. Performance: How to clean the washing machine clothes?	1. Tangibles: Physical facilities, communication materials, equipment, and personnel are shown.
2. Durability: How long does the lawnmower remain in service?	2. Reliability: Ability to perform the service entrusted with reliability and accuracy.
3. Conformance: How many times did damage occur?	3. Responsiveness: Desire to help customers and provide an encouraging service.
4. Features: Does airline flight offer movies and lunch?	4. Competence: the knowledge and skills of employees and their ability to achieve a sense of confidence and security of the customer.
5. Perceived quality: Does the name mean quality? What is the company image?	5. Empathy: Individual care and attention provided by the company to the customer.
6. Reliability: With each visit to the restaurant, is the quality identical?	
7. Serviceability: Is the service system efficient, capable and appropriate?	
8. Aesthetics: Is the appearance, texture or feeling of the product as its quality?	

There are those who focused on determining the quality of service on the customer first, which makes the determination of quality of service depends on the ability of the company to provide the service, according to the expectations of the customer, and surprise the customer beyond the expectations. According to the Kano's Model, that is determines the perceptions of the customer, and the company's response to the three levels (Kano et al., 1984; Sauerwein et al., 1996; Mikulić, 2007; Mikulić and Prebezac, 2011) which are as follows:

4.1. Foundation (the basic requirements):

At this level lie the needs and the importance of meeting them; the questions of the customer, the importance of answering them, and easy to use products or easy access to service. Finally the company's fulfillment of promises made to the customer in their ads and posters, customer satisfaction is neutral, and in case these requirements are not fulfilled, the customer will be extremely dissatisfied. According to Kano's model this level is originally called (Must Be).

4.2. Customer-Centered Service (one-dimensional requirements):

The quality of the customer's highest service goes to what is yet to be the basis of customer experience. As they relate to services that exceed what is essential, by taking into account what competitors offer. Indeed, this level is related to the competitive circle, in which superiority is achieved from competitors in this attribute, or that based on the preferences of the customer, when comparing the alternatives offered in the market. Kano's model, called this level is (More Better).

4.3. Value Added Service:

This is the level of service makes the customer happy according to the Kano's model. A level that relates to the additional knowledge and information provided to the customer about the possibilities of using the product, including new uses that help the customer to find additional value for what he purchases. This can be through messages received by the customer for this purpose. Adding additional characteristics and features to the product is in line with customer expectations, creating joint groups with customers for continuous dialogue and finding a fast and effective channel within that level (Attractive requirements).

The ServQual method or the five gaps, is an important way to treat quality of service as an integrated process, and a systematic way to improve service based on these gaps. These gaps are as follows (Parasuraman et al., 1985; Zeithaml et al., 1990; Yarimoglu, 2014):

4.3.1. Gap 1: the gap between customer expectations and management perceptions;

The management may think they know what customers are expecting and start doing so, while customers expect something completely different.

4.3.2. Gap 2: the gap between the management perceptions of customer expectations and the company's quality specifications of service;

Management may not develop quality specifications, and may not put it clearly. In other cases, the management may set clear, but not achievable quality standards.

4.3.3. Gap 3: the gap between quality of service specifications and actual service delivery;

Unforeseen problems or poor management can lead to service provider failure to meet quality service standards. This may be due to human error, but also mechanical malfunction of facilitation or supporting goods.

4.3.4. Gap 4: Gap between actual service delivery and external communication;

There may be discontent with the service, due to the high expectations arising from the service provider's connection and promises, or the lack of satisfaction that may arise when the actual service submission does not meet the expectations presented in the company's communications.

4.3.5. Gap 5: The gap between perceived service and expected service;

This gap emerges as a result of one or more of the previous gaps. This gap relates to customers who have their preconceived concepts of services that are different from their expectations of service.

The five gaps when applied in a systematic manner can contribute to achieving positive results at the level of improving the quality of service. The question arises: Why do these gaps appear in the

quality of services? Why quality of service seems in many cases formative and difficult to process? The answer cannot be determined by one answer, but there are multiple reasons for each gap.

5. Trends in quality of service development

The image of quality today, is that it has evolved over a long time. The heritage of quality offers rich lessons in the transformation of concepts and practices. If the sources are rich in talking about the development of quality in the industry, there is a great need to talk about it in the field of services. Studies provide a broad determination of trends in the development of quality of services, which are as follows:

5.1. Quality development trend

The quality has not only evolved in one single sector, but has developed over a relatively long period of time, and has been an intersectorial nature of development. The quality books that were issued at the beginning of quality attention were focused on reducing the damage. In the 1970s, the emphasis was on prevention of damage, accompanied by Japanese emphasis on continuous improvement. In the 1980s, the Six Sigma movement was an upgraded as a new US version of zero damage. In the current decade, human sigma is a quality improvement approach which is discussed in the field of services; Human Sigma focuses on reducing variability and improving performance (Fleming et al., 2005).

5.2. Quality of individual's trend

Quality of service is more than product quality linked to the quality of individuals. Perhaps the most significant reason is that the industry can rely on technology (which to some degree, excludes the worker, and the customers are excluded with more degree, in the production of the service) this is what no service company can do in a large number of services.

The quality of individuals will remain in the future is the high-pitched word, as it was all the time earlier, because individuals are the ability, skill, experience, and renewed talent always. Craftsman was the quality model based on craftsmanship, and inherited their origins from generation to generation. But, the problem with craft production is that, the production of one unit (one unit production) with high cost. With the transform to factory production, the hand worker appeared, and with the expansion of the factories, the army of workers called Blue Collar Workers emerged. The later development was confirmed by Drucker, when he referred to the knowledge worker in 1951. Then later talk about it extensively in his book "The Post-capitalist Society" (Drucker, 1993). Where he stressed that the subsequent development of industrial societies - capitalism will not be socialism, but the post-capitalist society, who's main resource is the worker of knowledge. The Knowledge Workers called Golden Collar Workers are human capital, whose work is focused on knowledge processes which are knowledge generation, sharing, storage, and its application (Drucker, 1995; 1999). The quality of knowledge workers is the ability to generate new ideas, solutions, products, and services.

In the opposite of this development, technological development has created a parallel technical development based on the level of skill and specialization. It is represented in the cycle of transition from the hand worker to the technical (Technician) then to the specialist (Technocrat or Professional). The latter category represents the knowledge professionals. The quality of individuals in this category is high specialization, high skill that can address problems, offer high-skill and efficient solutions.

5.3. Automation of services trend

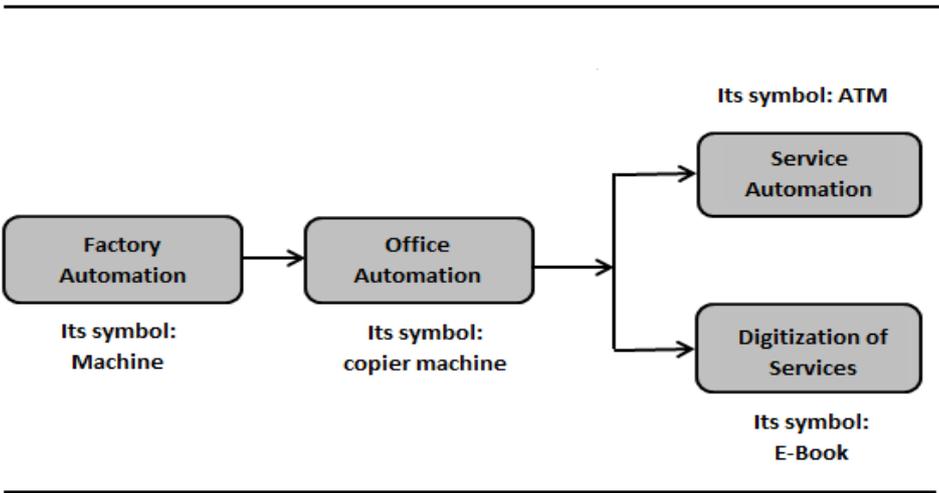
Since the beginning of the industrial revolution in the eighteenth century, there has been a clear tendency towards the machine to replace the worker, but the services were excluded from that except certain cases as in communications. The first phone call phrase "Mr Watson, come here. I want to see you." (Bell, 1876) was an electromagnetic transmitter at Bell Laboratories in AT & T. With technological development, services have become part of this mechanism and automation. This is one

of the fundamental trends in the development of services, in the same way as industry after the industrial revolution.

It should be noted that this trend in services has been restricted primarily to administrative services mainly, while personal services have been less vulnerable to this trend. In the industry there was factory automation, and in the services there was office automation. But, the great development that has occurred with the services economy, as this trend was the most in the services through the mechanism and automation of services. Finally, with the Internet has become a world digitally parallel to the physical world, in almost everything and certainly within the digitization of services (See Figure no. 1).

Automation is the replacement of technology workers, replacement of traditional work sites, and manual operations with automated and electronic equipment, with minimal intervention. In the same way, it can be said that the automation of services is the replacement of manual services by automated, electronic or digital methods. Service automation is based on the relationship between standardization and customer contact. The standardization requires that the service delivery process is be limited with a limited number of model able steps, and then transferred from the worker to the machine, which requires considerable capital investment.

Figure no.1. Evolution towards automation and digitization of services



Customer communication is big and high in manual operations, and minimized with automation of the service. This requires high skills in dealing with the customer, and responding to his needs. The automation of services has become a trend in the economy of services, where companies are constantly looking for any service consists of specific steps, and repeated each time many repetitions, in order to replace the worker with machine in their submission. This is what we find in banks, airlines and many more.

This trend has reached its farthest range with the Internet, as e-services are becoming more common, and the more important, it can be offered from anywhere in the world, at any time (24/7) in a digital way that reaches nearly the speed of light,i.e., electricity speed in which the computer operates. The customer has also become an interactive participant, in order to achieve a greater degree of customerization service, despite the standard dimension of providing electronic service to all customers simultaneously in the whole world.

5.4. Trade-off in services trend

As in industry, tradeoffs are also carried out in services. As many industrial companies have sought to cross-trade in the various relationships appropriately, this is also required in service companies. During its long development, companies have experienced a pattern of hostile relations

between the company and employees, the company and suppliers, the company and its customers and others. The relationship was based on the zero-sum game. In such a match, the total amount earned by the first player in the game, is equal to what the second player loses. In the company's relations with employees, the company was seeking to impose lower wages on workers, and if it succeeds, it wins and employees lose, and vice versa, if workers were able to impose higher wages. The same can be said of the company's relationship with customers. when the company charge a higher price for the product to customers it wins and customers lose. Thus, such hostile relations based on the trade-off created in the companies the Win / Lose Culture. But the company quickly evolved into a look at a pattern of cooperative relationships, through a new type of game, called Positive Sum Game. With cooperative relationships between the company and employees, can lead to increased productivity that leads to an increase in the company's profits, partly due to employees. This represents a shift from a profit / loss culture to a profit / profit culture.

In the quality of services we can offer two types of trade-offs, quality / productivity trade-off and high technology / high touch trade-off.

5.4.1. Quality / Productivity trade-off

Frontline service workers to the trade-off between effectiveness (providing a service that satisfies the customer's needs and leads to satisfaction) and efficiency (providing the service as quickly as possible to serve a larger number of customers). To be effective is to achieve quality and to be efficient means to achieve productivity (Drucker, 1995).

The approach to quality which means achieving service suitability to customer, needs and expectations means diversification and customerization of service. While the approach to productivity, means achieving the standard and typical service in providing this, and away from quality in the form of diversity, according to the needs of the customer. However, the service company seeks to overcome this trade-off (profit / loss culture) to achieve a positive total between the two (profit / profit). By focusing on an effective mix of worker / technology in service delivery. The highly qualified front-line worker in dealing with customers offers a good relationship with the customer coupled with understanding, empathy, quick, and gentle response in non-standard and atypical aspects of service. While technology advances speed in providing other aspects of service. This is what we find in a lot of service, in airline or hotel reservations offices, reception of requests can be provided by the receptionists in warm dialogue and human interaction, as well as upon completion of the booking process, while the use of quarantine or electronic software to complete the process of booking the customer. This is what we can called Lean Service style, similar to the Lean Manufacturing.

5.4.2. High technology and high touch

In the development of the industry there are important learned lessons. The most important of these lessons is that, the radical development of production rates, is a high-technology. This was done with the steam engine, and then the gas engine, at the beginning of the industrial revolution. As well as productivity leaps with Automation and Robotics. But high technology in every new development is far from human touch, and the heat of human interaction. Because services were tracking industry in the process of evolution, they sought to use technology in services. It soon became clear that high-technology service delivery was facing a real problem. Many services with high customer contact and warmth would lose much, when technology was introduced. This is why the effective combination of high technology / high human touch has been put forward.

Naisbitt et al. (1999), argued in their book, "High Technology / High Touch", that High-technology is a trend that rely on technology and work to bring it into everything. This has been called "High-Technology Intoxication". Once again, going to high- tech would have lost us the high human touch. This is a culture of profit / loss, and we must achieve the integration, and creative cooperation between the two. This is a profit / profit culture.

6. Discussion

It is very important to emphasize the great development takes place in the services sector. It is obvious that the industrial sector is no longer the dominant sector in the developed countries, but service do. That was due to the expansion, increased specialization, and investment of the service sector. Services have become the main and most important field of competition. This what makes some researchers as (Quinn et al., 1996) argued that, companies should adopt in their business a service-based strategy, rather than commodity production strategy

Due to the high added value, impact of technology evolution, increased pace of internet and e-services and life style of customer change factors (Markin,1982; Zhou, 2016), the rate of growth of the service sector is so high. Service have many characteristics,available in the literatures of service and discussed in amply, such as Intangibility, Inseparability, Perishability, and Heterogeneity (Zeithaml et al., 1985), the author recommond other two characteristics, Which he considered them not less importance than its predecessors ; Customer Contact and lack of ownership. On the same context, Moeller (2010) argued the above four characteristics and pointed that each of the characteristics has an ongoing potential to inform research and practice. Although, the above characteristics represent a problems in service as compared to products. On the other hand, the quality of service have some basic dimensions, which are: tangibles, reliability, responsiveness, competence, and empathy. These dimensions were identified and argued by (Yarimoglu, 2014), and pointed out that these dimensions having primary importance that affect quality, core attributes having secondary importance, and peripheral attributes having significant tertiary.

According to the Kano's Model, (Kano, et al.,1984), they proposed that perceptions of the customer can be determine through three levels;must-be requirements,a study by (Zhu et al., 2010) reached to the conclusion that “fulfilling the must-be requirements will only lead to a state of not dissatisfied”. The customer regards the must-be requirements as prerequisites. For one-dimensional requirements, the same study found that “customer satisfaction is proportional to the level of fulfillment,i.e., the higher the level of fulfillment, the higher the customer’s satisfaction and vice versa. Nevertheless, not always the more is better, the high attention to the customer may lead to complaints, dissatisfaction and switching for a competitor, ths same conclusion reached by (Keh et al., 2011). For the third level, attractive requirements, the same study found that “fulfilling these requirements leads to more satisfaction. Even if they are not met, customers do not feel dissatisfied”.

The quality of service argued, how to be improved in order to satisfied the customers. Many researchers discussed that and proposed that, one of the important tools which can be used to improve the service quality, is through using five gaps or the ServQual method (Parasuraman et al., 1985; Zeithaml et al., 1990). Yarimoglu (2014), reached to the same conclusion that ServQual was the most used model when measuring service quality, and it has become the most widely applied scale in researches.

Many trends in the development of quality of services were argued, these trends are; quality development,quality of individuals, technology,automation,and internit. Improving the quality of service or a product and consequently improve the quality of individuals which lead to improve the performane. Using human sigma as an indicator for improving the performace, this is what (Fleming et al., 2005) reached to that “if the Human Sigma numbers throughout the organization are lower than expected, or if parts of the organization sustain low numbers over time, then a broader intervention may be needed.”

Regarding the evolution toward the automation and digitalization of service, this trend in services mainly goes to administrative services, while personal services have less concentration in this trend. In the industry there was factory automation,that is through machine automation, and in the services there was office automation, through i.e., copier machine. But the huge development that took place with the services economy, as this trend was the most in services through the automation of services, and then with the Internet has become a world digitally equal or more than the physical world

in almost everything and certainly within the digitization of services. The evolution from zero-sum game to positive sum-game, and what accompany this game from shifting from win/lose culture to the new culture that is based on the cooperation between employees and companies, which is win/win culture. This evolution can lead to increased productivity that leads to an increase in the company's profits, which is consequently partly go to employees. The evolution in technology results in lose in the human- touch and replace it with the technology- touch, which makes each and every thing rely on technology, which is called by (Naisbitt et al.,1999) the High-Technology Intoxication.

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