

Cats-Behavior Model Illustrating the Servqual of Public Service Delivery in Nepalese Context

***Amin Palikhe**

ABSTRACT

There are numerous models of quality service delivery that are now in use, highlighted on SERVQUAL dimensions that measures quality of service offered by various social or non-profit and profit oriented organization. The purpose of this article is to develop a typologically modified model for measuring the quality of services deliver in Nepalese context. Therefore, typological modification methodological approach has been used to conceptualize the SERVQUAL model to CATS-Behavior model. In order to assure appropriate, efficient, and effective service delivery, this study develops a typologically modified model of service quality dimensions that illustrates and ensures quality service delivery. In conclusion, because the document is conceptual in nature, it can be used by practitioners, researchers, academics, and public officials in place of providing and measuring quality of services delivery in Nepalese context.

Keywords:

INTRODUCTION

During the past few decades, service quality has drawn the attention of practitioners, managers, and scholars due to its significant influence on corporate performance, lower costs, customer satisfaction, customer loyalty, and profitability (Guru, 2003). The definition, modeling, measurement, data collection process, data analysis, and other related concerns of

¹Faculty of Management, Prithvi Narayan Campus, Pokhara, Nepal

*Corresponding author Email: a2palikhe@gmail.com

service quality have been the subject of ongoing research, creating a solid foundation for the researchers (Seth et al., 2005).

The importance of the service sector to many country's economies is increasing. The provision of high-quality service is viewed as a crucial strategy for success and survival in the current global competitive climate. Even public sector organizations are under increasing pressure to provide high-quality services and increase efficiency (Randall and Senior, 1994). Regarding governmental services and their quality requirements, customer wants and expectations are evolving. However, the slow adoption of service quality techniques in public sector companies is made worse by the challenges associated with evaluating results, increased public and press scrutiny, a lack of discretion, and the demand that choices be made in accordance with the law (Teicher et al., 2002).

One of the most hotly debated subjects that have been presumed as fundamental for sustainable and socially responsible behavior of company and non-business entities is service quality. Even just defining and measuring service quality is difficult. It is understandable why the difficulty of abstracting and evaluating service quality has been regarded as one of the most contentious issues in services (Brady & Cronin, 2001). Service quality was described by Parasuraman, Zeithaml and Berry (1985) as the magnitude and direction of a difference between customer expectations and perceptions. Similar to this, Cronin and Taylor (1992) defined service quality conceptually as equivalent to perceptions solely, as determined by the characteristics of service quality—tangibles, reliability, responsiveness, assurance, and empathy (Thapa, 2022).

How to create greater value for both people and businesses is one of the biggest issues facing public administration, mostly due to the tightening financial restrictions and demanding social demands. In fact, most industrialized countries have experienced a general drive toward public reform over the past 20 years, making it crucial to comprehend how citizens rate the quality of public services (Carvalho, Brito, & Cabral, 2009). The direct impact that service quality and customer satisfaction have on an organization's profits, customer loyalty and retention, and repeat business is demonstrated by a number of previous studies. This is true for businesses of all shapes and sizes. Similar to this, numerous studies over the past few decades have looked at the topic of service quality. Various attempts have been made to develop the industrial model of quality like SERVQUAL, SERVPERF, the quality dimensions of Gronroos, Garvin, and Parasuraman, Cronin and Taylor and others (Thapa, 2022). The measurement of service user attitudes toward various subjective and qualitative service quality dimensions

is crucial to the assessment of service quality. For evaluating service quality, Parasuraman, Zeithaml, and Berry (1985, 1988; Zeithaml et al., 1990) created the SERVQUAL model. SERVQUAL (Buttle, 1996) was a widely used method for assessing and evaluating service quality. It had ten initial criteria, adjusted by reducing to just five (Reliability, Assurance, Tangibles, Empathy, and Responsiveness) general dimensions for measuring service quality, similarly the SERVQUAL instrument led by Cronin and Taylor (1992, 1994) to create the SERVPERF model. The researchers took out the expectancies element from the SERVQUAL model and form the SERVPERF model. Due to the instrument's great reliability and validity, it has been said that it is the finest option for evaluating service quality and customer satisfaction. To gauge perceived service quality, the SERVPERF model has been widely utilized in areas include retail, dining, banking, telecommunication, transportation, hospitality, healthcare, automobiles, and education. This model has been used same dimension of SERVQUAL model (Thapa, 2022).

It's crucial that you give your consumers exceptional service. Companies who don't compete on customer experience will lose clients to those that are consistently gratifying and offering high-quality service in an environment of fierce competition. However, it can be challenging for businesses to gauge the quality of their service even when they are aware of the need to deliver exceptional experiences. It can be difficult to evaluate because it is a qualitative measurement rather than a quantitative measurement. Even some researchers have had trouble figuring out how to gauge service quality and comprehend how your actions are affecting your clients. In a broad sense, determining how well a service is provided depends totally on the context and the elements of good service differ by sector. However, SERVQUAL is the accepted industry standard and the most used model. Regardless of the service industry, SERVQUAL is based on a set of factors that customers regularly evaluate as being most crucial for service quality. These SERVQUAL instruments are used to calculate the gap between what customer's expectation to be excellent service and what they actually perceived. When used consistently, the SERVQUAL instrument can assist you in better understanding customer expectations, opinions of certain services, and areas where quality adjustments are required. It has been used to identify particular service components that require improvement and to focus training opportunities for service employees, among other things. The SERVQUAL instrument's items are properly developed, and this results in rich item-level information that has practical consequences for a service manager. For optimum performance in various industries, including public and private sector applications, the SERVQUAL service quality

dimensions should be modified. Scores from SERVQUAL are quite trustworthy. You must comprehend consumer expectations and satisfaction in order to improve service. This can be done by employing service quality surveys to get input from your clients (Zeithmal et al., 1990). Therefore, all over the world countries have been working to improve public service delivery, but there is no single solution and way out. Improving public service delivery necessitates holding policymakers, public employees, and service providers accountable to citizens, as well as encouraging citizen participation and faith in government institutions. The interconnections between institutions, service delivery, and people's confidence and engagement are all important factors in providing high-quality public services (Engdaw, 2019). Where, all consumers used essentially the same criteria to assess service quality regardless of the type of service. Hence it was proven that the SERVQUAL must not be used in evaluating service quality in all organizations (Carman, 1990). This means that different industries might require different measurement of service quality dimensions.

Criticism of SEVQUAL

Several criticisms have been leveled towards the SERVQUAL tool for measuring service quality. The five-factor SERVQUAL instruments proposed by Parasuraman et al. (1988) is not supported by the majority of research investigations, and administering expectation items is likewise viewed as unnecessary (Babakus and Boller, 1992). Additionally, Cronin and Taylor (1992) created their own SERVPERF performance-based measure. The SERVPERF scale, which consists of 22 perception items and does not take expectations into account, is really the unweighted perceptions component of SERVQUAL. Cronin and Taylor (1992) discovered through empirical research in four industries that the performance-only, unweighted SERVPERF measure outperforms all other measures of service quality and can yield a more accurate service quality score than SERVQUAL (Munhurrun et al., 2010). They contend that expectations are not included in this idea and that actual performance better captures a customer's sense of service excellence. Despite the criticisms, SERVQUAL has been employed to assess the quality of services in a number of contexts, including hospitals (Bakar et al., 2008), universities (Galloway, 1998), police services (Donnelly et al., 2006), banks (Kangis and Passa, 1997), travel agencies (Luk, 1997), and public utilities (Babakus & Boller, 1992). An instrument like SERVQUAL has a broad range of applications, which inspires confidence in its use as a technique for measuring service quality across diverse business sectors and service industries. The usage of the various dimensions was supported by Parasuraman et al. (1993) on the basis of conceptual and practical considerations, despite the fact that some

research did fail to support its structure. Even if it could be necessary to rewrite or change some of the elements, Parasuraman et al. (1988) observed that the SERVQUAL scale is suitable in a wide range of business services. However, Parasuraman et al. (1991) issued a warning that the integrity of the scale can be lost if items or dimensions are added or removed (Munhurrun et al., 2010). Therefore, SERVQUAL should be re-defined before application of its instrument into other service organizations that are totally different from those used by Parasuraman, Zeithmal and Berry's original instrument and then it might be more suitable for some specific service organizations (Chiu, & Lin, 2004). Therefore, this study focused on illustrating the CATS-Behaviour models as service quality dimensions and their interpretations of what constitutes quality service delivery could be evaluated.

Methodological Approach

Both developed and developing countries' economies are being impacted by globalization and liberalization. Organizational priorities are shifting from profit maximization to profit maximization through higher customer satisfaction. Organizations are being forced by the demands of competitiveness to examine both the processes and the manner in which they are delivered. The corporate environment has significantly evolved during the last 20 years. Due to expansion of markets, rising IT usage, and increasing customer awareness and knowledge, it becomes necessary to have a thorough understanding of the customer to provide the services better than the competition at the agreed price. This context needs for a new understanding of the subject of service quality in the present business environment. The definitions, models, and measurement issues surrounding the subject of service quality are extremely varied. Several researchers looked into the subject from various angles and with various techniques. It should be emphasized that changes in the service delivery process from conventional to IT-based services are highlighted by the present study's advancements of the service quality model from 1984 to present reflected that needs more work in the recent years. It is further noted that the outcome and measurement of service quality depend on the kind of service environment, circumstance, need, etc. The complexity of the subject is further increased by this. Additionally, with regard to elements like time, a growth in the number of interactions with a given service, a competitive environment, etc., the customer's expectations toward a certain service are also changing. These requirements needs for ongoing learning and validation efforts that modify current service quality concepts (Seth et al., 2005). Hence, the SERVQUAL model must not be used in evaluating service quality in all organizations. Different industries might require different measurement of service quality dimensions. Even, the fact that the service sectors

offered diverse products and services meant that they shared few dimensions too (Agbor, 2011) but in Nepalese perspective there was not any standard model developed or conceptualized to address in terms of actual phenomenon of the manufacturing or service industries for measuring quality of service delivery therefore the researcher argued that this would be the best model fit to Nepalese local perspective that will be illustrating the CATS-Behaviour models as service quality dimensions and their interpretations of what constitutes quality service delivery could be evaluated. So, Parasuraman's perspective on service quality with the SERVQUAL model as the service quality dimensions that could be connected the meanings of the ten SERVQUAL models' dimensions to five dimensions and with CATS-Behaviour for service quality delivery. A typological research design through the view of target phenomenon by categorizing the theoretical features or dimension as a distinct profiles that offer coordinates for empirical research (Right to Information Act, 2064; Consumer Protection Act, 2018; OECD, 2013; Civil Service Act of Nepal 2015; Good Governance (Management and Operation) Act 2008). Following the descriptions of each SERVQUAL component, the dimensions of service quality were categorized in accordance with how service quality was defined in the CATS-Behavior model as shown in table.

Table 1*SERVQUAL Dimensions and CATS-Behaviour Model*

SERVQUAL Dimensions (ten dimensions)	SERVQUAL Di- mensions (five dimensions)	CATS- Behavior Model (Meaning of service quality delivery)
Communication	Empathy	C
Accessibility		A
Understanding/Knowing Customers		
Tangible	Tangible	
Reliability	Reliability	T
Security	Assurance	S
Courtesy		Behavior
Credibility		
Competence		
Responsiveness	Responsiveness	

Sources: Researchers own developed model

Operationalized the Models for measurement of quality of service delivery dimensions.

The communication components related with the barriers for service delivery. It focuses on the language used for services delivery and informed about the cost, ensuring problem handling of client etc.

The accessibility components includes physical facilities for providing services, appearance of personnel, convenience location and available facilities, tools and equipment used for services, accessibility time, queue length etc.

The time components deals with time and reliability of public services in time, consistency of performance, dependability, promise to offer the service in time including accuracy, correctly performing services.

The security component is the freedom from danger, risk, or doubt. It involves: physical safety, financial security and confidentiality.

The behavior component includes responsiveness, competences, courtesy, credibility, trustworthiness, believability, honesty, politeness, respect, friendliness, and understanding of needs, skills for service, willingness or readiness of employees to provide service.

In attempting to analysis, the CATS- Behavior model's argument has constitutes to the readers by explicating: how is the studied phenomenon conceptualized? What are the studies' key implicit assumptions, stemming its theoretical underpinning? Are the premises and axioms used to ground the arguments sufficiently explicit to enable another researcher to arrive similar analytical conclusions?

DISCUSSION

In conceptual papers, new links between constructs are often proposed; rather than evaluating these correlations empirically, the goal is to build logical and thorough arguments regarding these associations (Gilson & Goldberg 2015). Thus, it is crucial to consider how to construct logical arguments. Authors must not only claim that concepts are related, but also offer a theoretical justification for that connection. It is essential for theory building since that explanation shows the logical relationships between concepts (King & Lepak 2011). Hirschheim (2008) utilized a framework previously put out by the British philosopher Toulmin (1958) in an effort to understand what makes a good argument, according to which an argument must have three essential elements: claims, grounds, and warrants. through this, first, the article claims that the service quality construct: accessibility, communication, time, security and behavior, used in the models is appropriate to measures the service quality in Nepalese context because of most

of the profit or non-profit organization has been using those construct during their business and service process where customer/client expect and perceive according to the product and serviced offered by profit or non-profit organization. These construct presents ground reality of service quality envisioning new idea and typologies that can be used better way to measure the service quality. Besides that, Nepal is a geographically diversify and its complex natural, geo-political, socio-cultural and economic situation always created problem in service delivery to the customers/clients to produces effective and efficient use of available resources to perform any kind of services in the country. The SERVQUAL construct are not suitable to utilize in such condition where in all the aspect of condition do not match to measures the quality of service of organization. The construct used in this model explain the grounded reality of Nepalese service situation. Different act of Nepal assure the accessibility, time, communication, security and behavioral factors for better service delivery in Nepal (Right to Information Act, 2064; Consumer Protection Act, 2018; OECD, 2013; Civil Service Act of Nepal 2015; Good Governance (Management and Operation) Act 2008).

According to Right to Information Act, (2064), chapter 2 declared regarding to right to information regarding the flow of information to the client/customers. it is necessary to have legal provisions to protect the citizen's right to be informed, to make it simple and easy for citizens to access information of public importance held by public bodies, to protect sensitive information that could have a negative impact on the interests of the country and citizen, and to make the functions of the state open and transparent in accordance with the democratic system and to make responsible and accountable to the citizen. Likewise, The Consumer Protection Act, 2075 (2018) has specified regarding to right to consumer in chapter 2 about information as well. It consists of following quality measurement:

- Equality in delivery of information to all people
- Communication about cost of service
- Communication about the overall service procedures
- Frequently communicate about product and services to client
- Effective and efficient of external communication assures about the quality product and services
- Use of problem solving communication
- Firm's interest to fulfill the needs of client or customers

The degree to which, service recipients may access and obtain services, despite social, economic, cultural, and geographic constraints, is known as access. While service quality

refers to how closely a given set of customer expectations are met. Access to services should be improved before quality is discussed. In other words, judging the quality of services is pointless without access to a wide range of options. According to OECD (2013), the ability of governments to accurately recognize diversity and the nature of various needs create and tailor delivery, and ensure equity and fairness in delivery and distribution can be considered as a performance criterion for governments. There should never be a circumstance in which certain social and cultural barriers make it impossible for certain populations to obtain services. Likewise, The Consumer Protection Act, 2075 (2018) has specified regarding to right to access of consumer/client in chapter 2 about right to easy access as well. It is related to achievable service that can offer by firm by fulfilling following things:

- Easy access for service
- Convenient location
- Sufficient physical facilities
- Up to date technology
- Easy process and operation
- Ready personal for service to access
- Easy access to get record
- Repair and maintenance for easy access in service
- Accessibility shows company image
- Comfortable for getting services

According to the Civil Service Act of Nepal 2015, civil servants are required to be punctual and consistent in their workplace. It goes on to say that each civil employee is required to report to work on time, as set by the government of Nepal and that, to the greatest extent possible, they must not remain away from their duties without prior approval of a leave. Additionally, it states that civil servants shall treat citizens with respect and attention. They need to be well-informed, among other things, on the issues and procedures pertaining to citizens' work, as well as the requirement that they finish it on schedule. Similarly, the Good Governance (Management and Operation) Act 2008 states that officials authorized to make decision shall take decision within the time stipulated by prevailing laws. An official who fails to perform the work within a stipulated time with malicious intention to evade the responsibility or does not attain the achievement as per work performance indicator, he/she may be admonished by the senior authority. It includes following situation:

- Provide service without delay

- Service offer in design time
- Punctuality of employee
- Assuring and dependable to complete in time
- Record available and move timely

According to NLC (2007), right to information act 2064, chapter 4 declared provision regarding to protection of information. Consumer Protection Act, 2075 (2018) has specified regarding to right to be safe of consumer/client in chapter 2 in right of consumer. It includes following situation:

- Physical safety
- Keep record safe
- Save time and cost
- Secrecy of information

Understanding service quality requires understanding how service providers behave. In pursuing institutional aims and objectives, it is equally crucial. Building an ethical culture within government organizations strengthens a nation's overall governance structure. Promoting such a culture needs systematic efforts to articulate core principles and conduct norms and to monitor them to assure adherence. According to the Good Governance (Management and Operation) Act of 2008, good governance can only be achieved by transforming public administration into one that is pro-people, accountable, transparent, inclusive, and participatory and by making the results of that transformation available to the general public. To do this, basic values like the rule of law, corruption-free and wise administration, financial discipline, and effective management of public work and resources must be adopted. It includes following situation:

- Focus on needs of clients/customer
- Personal attention to solve the problem
- Good character of employee in service
- Best efforts to serve
- Employee shows the reputation of company
- Supportive behave
- Polite
- Interaction
- Feeling Safe and confidence
- Willing to do better in any conditions
- Follow proper rules

- Complete service in time
- No influence for and by to perform task
- Trust and believe to employees

The claim of CATS- Behavior models' construct was popularly explicated by Nepalese acts as well as different field of business and service institution used not at all those construct to measure the quality of service delivery but a few in Nepal (Pokharel et al., 2017; Pokharel et al. 2018; Right to Information Act, 2064; Consumer Protection Act, 2018; OECD, 2013; Civil Service Act of Nepal 2015; Good Governance (Management and Operation) Act 2008; Sharma & Pradhananga, 2021; Thapa, 2021). There are a few empirical studies and Nepalese laws adapting and using necessary for better service delivery in Nepal. In real practice, the model's claim and its ground reality is link by predetermined assumption and presupposition of given research domain concept assumes familiarity construct. It also assumes that those construct sufficiently claim the real view of client/customers' expectation from the public service organization in Nepal. Thus, this study is intended to propose the theory of expectation to measure the service quality delivery in Nepal

CONCLUSION

For assessing the quality of public services, different scholars have employed various methodologies. The SERVQUAL scale is the most practical of the five service quality factors that could be used to measure service quality, according to previous studies. Additionally, it has been demonstrated that the SERVQUAL model, particularly from the viewpoint of the customer, is the best model to measure service quality in service industries. Through their interpretations of what constitutes high-quality service, customers' opinions could be evaluated. The SERVQUAL model, which serves as one of the service quality dimensions, was used to tie the various typological definitions of the five SERVQUAL model dimensions to the consumers' perceptions of what "service quality" means to them. Therefore, the model contained communication, accessibility, time, security, and behavior and analyzed the relationship with perception of service quality and satisfaction. The CATS-Behavior model (Communication, Accessibility, Time, Security and Behavior) model is useful for measuring the quality of public service delivery in the Nepalese context by replacing the SERVQUAL model. This study tried to determine whether SERVQUAL equivalent to the CAT-Behavior model was appropriate for measuring service quality in the context of public service delivery in the Nepalese perspective. The evaluations of SERVQUAL's reliabilities and validities by

CAT-Behavior analysis support the rules of correspondence between theoretical and empirical thinking. Future empirical research into the quality of public service delivery will greatly benefit from these methodological efforts and the study's refined assessment items.

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