Build a Service Excellence Culture of Pleasure to Customers

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Abstract: Customer service is an important aspect for most businesses in retaining customers, maintaining high revenues and acquiring new customers. The purpose of this study is to examine the aspects that need to be built in superior cultural services to customers. The theories used are customer-oriented culture, staff management and customer retention. In this qualitative research, descriptive analytic method is used to collect data and analyze and interpret the results. The findings show which aspects and dimensions of service quality are significant in building a vision of total service quality, different country cultures. Customer trust affects repurchase intentions and word of mouth promotion. The more trust a customer has in a company, the more likely he is to recommend it to others.

INTRODUCTION

Customer service is essential for the majority of businesses in order to retain clients, maintain high revenue levels, and recruit new customers. Customer service concerns can have a detrimental impact on an organization's image, front-line personnel performance, sales volume, and customer retention. Increasing numbers of firms are conducting customer-focused surveys to assess customer service quality relative to competitors (Hogreve et al., 2021). Effective customer service is vital for maintaining a competitive advantage. To expand and remain competitive, a company must meet all client wants and expectations (Tao, 2014).

Improving customer service from a sustainable perspective is crucial to a company's strategy for ensuring customer happiness through client loyalty, which is significantly less costly than recovering a lost customer or hiring a new one (Edgeman, 2019). According to (Samal, 2019), increasing customer service could have a significant impact on the efficiency of an organization and the satisfaction of its customers and employees.

Customer orientation is a belief system that emphasizes customer interests over those of other stakeholders, including owners, managers, and employees, in order to establish a company with sustained profitability (Bellou, 2007). Customer orientation refers to the extent to which an organization and its personnel place a premium on customer understanding and satisfaction. Customer-centricity is a component of organizational culture that promotes customer satisfaction and economic success (Dabholkar & Overby, 2005). There is no option to give outstanding service to customers, as they are the lifeblood of any organization. Customer loyalty and retention are the results of the company's success in developing excellent customer relationships and delivering superior service (Ngacha & Onyango, 2017).

Customer Oriented Culture

The company's management realizes the need to establish a positive reputation and a customer-centric culture as the foundation for enhancing relationships with stakeholders, particularly customers (Lostakova & Stejskalova, 2015). Culture is the collection of ideas, norms, and values that form the foundation of human cooperative conduct and makes human behavior somewhat predictable and directed toward a set of common goals or the maintenance of a generally accepted condition of affairs. The formulation of shared objectives is required for the formation of a consumer-focused culture. This indicates that a company's strategy, or the definition of its activities in relation to its surroundings, is a crucial part of cultural development. True customer orientation will happen when a business that provides services that customers need or want comes up with a set of beliefs, norms, and values that everyone can agree on. Although many businesses profess to be customer-focused, few actually are. A customer-focused enterprise will have the resources and organizational structure to comprehend and profitably meet client requirements (Ngacha & Onyango, 2017).

Staff Management

The improvement of staff management is one of the most significant aspects of enhancing overall performance, particularly in times of economic turmoil. Only when individuals possess the required abilities, competencies, knowledge, skills, and aspirations can they accomplish exceptional outcomes. Education and training of personnel must be continuous and provide for ongoing professional development and the acquisition of new skills. The job of personnel administration is antagonistic towards employees. Managers have to deal with the growing resistance, and it's hard for workers to deal with conflicts with other workers (Temchenko et al., 2019).

Customer Retention

In the absence of customer profitability, organizations generally disregard customer retention as a priority. Thus, firms can ensure client retention by prioritizing customer happiness, customer loyalty, and profitability (Almohaimmeed, 2019). According to Kesuma (2020), the cost of retaining an existing customer is seven times lower than the cost of acquiring a new one. Additionally, a small fraction of loyal consumers, 20%, contribute significantly to the organization's revenue, for instance, 80%. (Kesuma, 2020).

According to Ahmad and Buttle (2001), customer retention is a reflection of customer defection, where a high retention rate is equivalent to a low defection rate (Ahmad & Buttle, 2001). Customer retention can become problematic if it is not defined explicitly and in a manner that complements the company's operations. Bowen and Chen (2015) remark that pleasing customers is not sufficient, meaning that banks must not only meet client expectations, but also exceed them to ensure customer loyalty (Bowen & Chen McCain, 2015). Increasing client loyalty enhances customer retention likelihood. According to Mahmoud, customer retention is the decision to continue doing business or exchange with a particular company on an ongoing basis (Mahmoud, 2019).

METHOD

In this qualitative study, a descriptive analytical method is utilized to collect data and analyze and explain the findings (Sugiyono, 2016). Secondary data, including journal articles,

reports, and supporting papers, is utilized. For data collection, the researcher utilized a three-step procedure: orientation, selection, identification, and analysis.

RESULT AND DISCUSSION

Several studies imply that assessing the quality of customer service in one country can be applied to other countries and cultural contexts to determine if it is effective (Gounaris et al., 2010) (Blut et al., 2015). According to research findings, three of the four components of customer service quality (product/service quality, security/privacy, and compliance) have a positive impact on customer service quality, whereas the fourth aspect has no effect on service quality. Consequently, a business must pay greater attention to these dimensions and pursue innovations that can enhance the performance and quality of customer service.

Literature highlights the substantial correlation between areas of customer service quality and perceptions of total customer service quality. Website design has the greatest effect on service quality, whereas customer service has the least effect (Blut et al., 2015). Compliance has the biggest effect on service quality, according to this study. Product/service quality and security/privacy have a nearly identical impact on service quality. However, in Indonesia, customer service has no bearing on the quality of a service. According to Wolfinbarger and Gilly (2003), since not all consumers require customer service in every transaction, customer service is only distantly related to product quality (Wolfinbarger & Gilly, 2003). In the study conducted by Blut et al. (2015), however, it was shown that security was not connected with total service quality in the service quality model. In the meanwhile, Wolfinbarger and Gilly (2003) discovered that customer service and security had no impact on service quality.

Different country cultures may provide varying results in terms of which features and dimensions of service quality are crucial when constructing a comprehensive perspective of service quality. As a result, the findings of this study are compared to those of earlier research employing the same service quality measurement. American purchasers were the subject of a prior study done by Blut (2016). The graph below illustrates that Indonesia and the United States differ in power distance, individualism, and long-term orientation (Blut, 2016). According to Blut et al. (2015), collectivism strengthens the connection between customer satisfaction and overall service quality. Compared to the other three components of service quality, this study reveals that compliance has the highest impact on overall service quality.
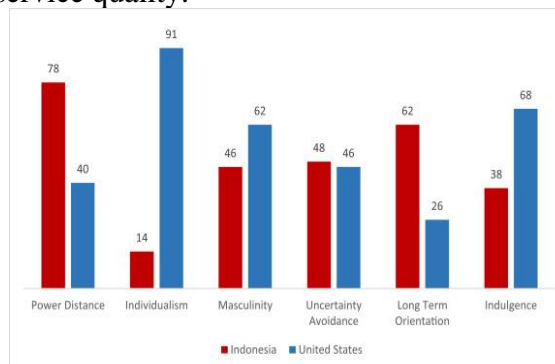
Figure 1. Comparison of Countries According to Hofstede's Theory: Indonesia and the United States
Source: (Schooler & Hofstede, 1983)

A company's solid reputation and customer-centric culture serve as the foundation for fostering closer relationships with customers and other stakeholders (Lostakova & Stejskalova, 2015). To exist as a socially cohesive species, humans require a shared system of ideas, practices, and values that direct their behavior toward a shared objective or the maintenance of generally accepted conditions. Developing a consumer-focused culture needs the establishment of shared objectives. This shows that a company's strategy, or the specification of its actions in relation to its environment, is a crucial aspect of cultural change. When a business that provides services that customers need or want develops a set of accepted beliefs, norms, and values, it has achieved true customer orientation. Few businesses are customer-focused, despite the fact that many claim to be customer-focused. With the proper resources and organizational structure, a customer-focused business can comprehend and successfully address consumer expectations (Ngacha & Onyango, 2017).

In the model, customer happiness and customer trust are a result of comprehensive service excellence. The findings of this study indicate that service quality has a positive effect on customer satisfaction. This is consistent with the view (Lostakova & Stejskalova, 2015) that company management recognizes the need to build a company reputation and customer-centric culture through service quality as the foundation for enhancing relationships with stakeholders, particularly customers. According to the majority of research on service quality, client satisfaction is the most influential factor in determining service quality. This supports the notion that there is a strong correlation between service quality and client satisfaction (B&M, 2018). Service quality enhancements also foster customer confidence. The stronger a company's service quality, the greater its consumer confidence. Excellent service quality improves client satisfaction and confidence.

Customer pleasure and satisfaction are inextricably linked to the effectiveness of employee management. This area is essential to increasing overall performance, particularly in times of economic instability. People can only achieve success if they possess the necessary abilities, skills, information, objectives, etc. Continuous education and training should equip employees with new skills and career advancement opportunities (Temchenko et al., 2019).
Customer retention is comprised of the three aforementioned factors: customer satisfaction, customer loyalty, and customer profitability (Almohaimmeed, 2019). Consistent with a study by Gounaris et al., the study indicated that customer satisfaction positively impacted repurchase intentions, word-of-mouth, and repeat visits (2010). Customer confidence influences repurchase intentions and word-of-mouth marketing positively. The more a customer trusts a firm, the more likely they are to recommend it to others. Gremler et al. (2001) show that trust has a favorable effect on consumer referrals (Gremler et al., 2001). According to the findings of this study, consumer trust has a greater impact on word-of-mouth than on the likelihood of repeat purchases.

CONCLUSION

Regarding which aspects and dimensions of service quality are crucial for constructing a picture of whole service quality, various countries' cultures can reach divergent judgments. Building deeper ties with consumers and other stakeholders demands a reputable business and a customer-centric culture. As a result of the model's overall service quality, customer happiness and trust exist. According to research findings, service quality influences customer satisfaction positively. The relationship between personnel management and customer pleasure and satisfaction is strong.

Continuous education and training must be provided to employees so they can acquire new skills and advance in their job. Customer retention consists of the three components mentioned above: customer satisfaction, customer loyalty, and customer profitability. Customer confidence influences repurchase intentions and word-of-mouth advertising. The more a customer's confidence in a business, the more likely he will be to suggest it to others.

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