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## **Impact of Service Quality on Customer Satisfaction of Ekta Books with View of School Clients of Kathmandu Valley**

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### **Abstract**

This topic of study aims at finding out whether the customers' expectations of matched their satisfaction level on the basis of quality and after sales services provided by Ekta Books. So, the research is to study the preference of the customers and their satisfaction level. A structured questionnaire designed and survey was conducted among 100 retailers/dealers, organizational staff/customers and individual customers through probabilistic systematic sampling technique. With a view to remaining competitive leading position and for businesses to grow, service quality and customer satisfaction are key ingredients. These two paradigms are rather different concepts; however, they are closely correlated. (Sureshchandar, 2003). The purpose of this study was to describe how customers perceive service quality and whether they are satisfied with services offered by Ekta Books. The thrust of this study was to compose an assessment of service quality and customer satisfaction in Ekta Books one of the pioneers in book publishing and distribution in Nepal. It is one among the line of a few book publishers that have successfully completed a long journey. Its quality in both material and content in textbooks and academic books is unrivalled. The questionnaire was developed and distributed using a convenience sampling technique among 100 respondents in the Kathmandu Valley. From the analysis, it was found that the overall service quality in Ekta Books was relatively high and that the customers were satisfied with the services of Ekta Books. Further, the analysis proved that the dependency of customer satisfaction on the quality of services and that this relationship was a very high positive correlation. The respondents were found satisfied with the speed of delivery, reliability, quality and value-for-money for the products and services. It appears that the company is very much

concerned with the satisfaction of clients as it promptly responded to the issues of customer complaints and dissatisfaction. The researcher makes a few recommendations based on the findings of the study. First of all, the management of Ekta Books should pay attention to improve the service quality and other factors which may lead to customer satisfaction thereby improving its performance and the overall brand image and profitability of the Company.

**Keywords:** Service Quality -Product Quality -Value based Prices -Satisfied Customers - Business benefit

### Introduction

Excellence in service quality has become quite imperative for organizational sustainability (Lewis, 1994). To better understand the service quality, we need to look into the three main characteristics of services: Invisible, consistent and diverse. Because services are nonphysical, it is hard to determine, record, calculate or to test the service prior to the sale in order to protect the quality on its delivery (Zeithaml, 1988).

Research reveals that delivering high service quality produces measurable benefits in profit, cost savings, and market share. Therefore, an understanding of the nature of service quality and how it is achieved in organizations has become a priority for research (Zeithaml, 1988). There are many definitions for the term Quality defined by different authors. Service quality as the comprehensive assessment or outlook of overall excellence of services being provided to a number of stakeholders including the organization's customers. Thus, it can be noted that service quality is the differentiation between the customer's expectation and perceptions of services delivered by firms (Parasuraman, 1985). Service quality in terms of meeting or exceeding customer perceptions and expectations of service (Nitecki, 2000). The concept of service quality is most debated subject in service literatures due to lack of consensus (Gupta and Chen, 1995).

Based on previous studies, Parasuraman, (1985) proposed three themes on service quality:

- Difficult and complicated to evaluate as compared to tangible goods quality.
- Service quality perception results from actual service performance Vs consumer expectations.
- Quality evaluation not solely focuses on outcome of service. But also involves the evaluation of service delivery process.

Parasuraman also propose the gap model for service quality that the operationalized service quality is gap between performance and expectations perceptions of customer (SERVQUAL). Parasuraman, 1985, SERVQUAL has five quality attributes (Gupta and Chen, 1995, Ooi, Lin, Tan and Chong, 2011). These are Empathy, Responsiveness, Tangibles, Assurance and Reliability. This is how, the companies need

to develop an environment inside the organization that is more prone towards meeting service quality standards according to the customer requirements. There are number of organizations actively using some form of customer satisfaction measurement in developing, monitoring, and/or evaluating product and service offerings, as well as for evaluating, motivating, and/or compensating employees (Anderson, 1994). Success could be achieved only if the internal environment is strong enough to meet the challenges of external requirements.

### **Background of the Study**

Today's fast paced and increasingly competitive global market requires effective and efficient strategies to survive and to make profits which can contribute toward the growth of the organization. Service quality and customer satisfaction and customer retention are global issues that affect all kinds of organizations whether private or business, small or large, global or local. Literature available showed that organizations are interested in studying, evaluating, and implementing marketing strategies that aim to improve customer satisfaction and retention with an intention to maximize the financial performance of the firm. Service quality and customer satisfaction have long been recognized as playing a crucial role towards the organizational success and survival in today's global competitive market.

It is obvious that the customers are more important stakeholders in many organizations and their satisfaction is a priority in marketing management. Profit maximization can be achieved through increase in sales with lesser costs and one of the ways of achieving that is through exceeding customer satisfaction (Wilson, 2008).

Customers are constantly aiming to get the highest satisfaction from products or services that they buy from various organizations across the globe. Thus, it must be noted that winning in today's competitive marketplace demands that organizations need to build profitable and lasting customer relationship (Kotler, 2002).

Therefore, experts say that customer satisfaction should be the fundamental principle of all the service firms as it is the key indicator of firm's performance (Sakthivel, 2005). Customer loyalty and satisfaction is proved to be the major determinant for long term survival and financial performance of the company (Jones and Sasser, 1995) also customers are considered as final judges to judge the quality level of product and services offered.

This is well documented that various business organizations are studying and developing strategies to satisfy customers and meet customer expectations. Research has shown that a very satisfied customer is nearly six times more likely to be loyal to the organization and chances are high when it comes to repeat business. In addition to this, it is generally agreed among scholars that a satisfied client is likely to make recommendation of the product or service to family and friends as compared to dissatisfied customers (Kotler, 2006).

A high correlation between customer retention and profitability was established (Reichheldet, 1990), thus it has become the aim of this study to test the correlation between service quality and customer satisfaction in Ekta Books. In which, customer satisfaction and service quality are related to loyalty behavior of customer via repurchase intentions (Caruana, 2002), and therefore delivery of higher quality of service to customers is an inevitable for survival and success of the business organizations in today's dynamic and competitive environment. Thus, it is very essential for the service provider to understand how customers can perceive the service as quality service and carry a euphoric feeling (Dutta & Dutta, 2009).

### **Statement of the Problem**

The problem of this study is principally informed by the fact that there is very limited empirical documentation in the area of customer satisfaction and service quality in the company for both research and company management. As far as the research has been done within the school clients of Kathmandu valley regarding service quality delivered by Ekta Books to its customers. There is a need to increase about the understanding of the factors that drive customer satisfaction in the company in order to provide Ekta Books' management with empirical basis for developing effective service quality and effective marketing strategies that promote growth in terms of its customer base. The problem toward which the study is directed is to explore the following specific research questions:

- What is the impact of current print quality, text font quality and delivery time of Ekta Books on the customer satisfaction?
- What is the current status of customer satisfaction in terms of Ekta Books staff's behavior towards its customers?
- What is the impact of the existence of 2 series on the same subject and of the existence of 2 editions of the same book on customer satisfaction?
- What is the impact of the printing of books after the new school session starts on customer satisfaction?
- What is the impact of billing/accounting system of school textbooks on customer satisfaction?
- What is the impact of the quality of hospitality shown by Ekta Books staffs on customer satisfaction?
- What is the impact of coordination among various departments or lack of it at Ekta Books on customer satisfaction?
- What is the impact of the lack of staff training on secretarial and hospitality services on customer satisfaction?

### **Objectives of the Study**

The study aims to examine to assess the service quality and the effect it has on customer satisfaction within the context of Ekta Books. Thus, the objectives of this study is directed towards:

- To assess the status quo in relation to service delivery at Ekta Books.
- To examine the factors influencing service quality in the context of Ekta Books.
- To establish the relationship between service quality on customer satisfaction in Ekta Books.
- To establish the major factors affecting customer satisfaction in Ekta Books.
- To identify mechanisms to continuously improve the level of service quality and customer satisfaction within Ekta Books.

### **Literature Review**

A business should focus on achieving good customer value by providing better service quality, product quality and value-based prices. These activities can help a business benefit in the long run and achieve loyal and satisfied customers. Such business last longer in the competitive market and thus, maximize profit in the future (Angelova & Zekiri, 2011).

Service quality is defined as a customer's judgment or assessment of an entity's overall excellence or superiority of a service (Parasuraman, 1988).

Service quality as the evaluation of the general quality of services being provided to customers. Therefore, it can be noted that service quality is the differentiation between the customer expectation and the perceptions of services delivered by organizations (Parasuraman, 1985).

Service quality in terms of surpassing customer perceptions and expectations of service (Nitecki, 2000). It is therefore important for this research to concentrate on the assessment of service quality and its resultant impact on customer satisfaction in the context of Ekta Books.

Quality as the totality of the functions and characteristics of a product or services that bear on its capability to satisfy stated or suggested requirements (Kotler, 2002).

Haywood (1998), notes that there are three elements of service quality and they are christened as the 3Ps of service quality. The elements are:

- Physical facilities, processes and procedures.
- Personal behavior on the part of serving staff, and
- Professional judgement on the part of the serving staff but to get good quality.

Haywood (1998), further states that a very carefully balanced mix of these three elements must be accomplished and it becomes crucial for this study to understand how balanced is the mix of these elements in the context of Ekta Books and its subsequent result on service quality and eventually customer satisfaction.

Customer satisfaction is an emotional response to the service perceived by the customer during his/her consumption experience (Day, 1984, Oliver & Swan, 1989, Westbrook & Oliver, 1991). In a more specific way, customer satisfaction is defined as the outcome of the subjective evaluation of a product or service in terms of whether that product or service has met the customer's needs and expectations (Engel, Blackwell & Miniard, 1990, Johnson & Fornell, 1991, Zeithaml & Bitner, 2000).

Customer satisfaction has become an important issue in today's retailing market because researchers and marketers have admitted that a company's success in financial performance and market shares largely depends on the satisfied customers who are willing to purchase products or service repeatedly and recommend the company's products or service to other consumers (Siu & Cheung, 2001).

Satisfaction as the feeling of delight or dissatisfaction that results from comparing a product's perceived performance with its expectations. Therefore, it is generally thought by numerous researchers and scholars that satisfaction could be the enjoyment that one derives from the usage of products and services provided and customer pleasure is an indication of consumer satisfaction (Kotler and Keller, 2009).

Customer satisfaction is defined as an overall evaluation based on the total purchase and consumption experience with the good or service over time (Fornell, Johnson, Anderson, Cha & Bryant, 1996). Consumer satisfaction as the individual's perception of the performance of the products or services with comparison to one's expectations (Schiffman and Kanuk, 2004).

Satisfaction refers to the contentment that an individual feel whenever his/her desires have been fulfilled or needs, objectives or expectations have been achieved. Customer satisfaction can therefore be a measure of how delighted customers are with the services and products of a company. It's of benefit for business firms to keep their customers happy. Satisfied customers have a greater likelihood of remaining loyal, would consume more of products of the business organization and would recommend friends and relatives about the company. Researchers have found that satisfaction of the consumers can assist the brands to build profitable and long relationships along with their consumers will result.

Indeed, it is necessary to work out the meaning of customer satisfaction since various researchers and scholars are coming up with various definitions for the term. Hence, it becomes crucial for this research to discover away if customer satisfaction within Ekta Books or not with determined by:

- Quality of service
- Speed of service
- Pricing
- Hospitality
- Behavior of Ekta Books' employees
- Customer compliant handling
- The closeness of the relationship with associates in the company and
- Other kinds of services as needed.

This is the goal of the dissertation to find the status quo of Ekta Books with regards to customer satisfaction.

Literature suggests that service quality is a more specific judgement which can lead to a wide assessment of customer satisfaction (Oliver 1993, Parasuraman, 1985, 1988, 2005). Therefore, it is recognized that perceived service quality results in increased customer satisfaction and whenever perceived service quality is less than expected service quality this would mean that the customers will be rather dissatisfied (Jain and Gupta, 2004). The perceptions of customers are entirely based on just what they would have gotten from the service provider (Douglas and Connor, 2003).

### **Service Quality and Customer Satisfaction**

The interest in studying satisfaction and service quality as the antecedents of customer behavioral intentions in this research has been stimulated, firstly, by the recognition that customer satisfaction does not, on its own, produce customer lifetime value (Appiah-Adu, 1999). Secondly, satisfaction and quality are closely linked to market share and customer retention (Fornell, 1992). There are overwhelming arguments that it is more expensive to win new customers than to keep existing ones (Hormozi and Giles, 2004).

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). Throughout the 1980s, researchers relied on customer satisfaction and quality ratings obtained from surveys for performance monitoring, compensation as well as resource allocation (Bolton, 1998), and began to examine further the determinants of customer satisfaction (Swan and Trawick, 1981, Churchill and Surprenant, 1982, Bearden and Teel, 1983). In the 1990s, however, organizations and researchers have become increasingly concerned about the financial implications of their customer satisfaction (Rust and Zahorik, 1993, Bolton, 1998). Analysis of service quality and customer satisfaction has drawn the interest of researchers and marketers because of the constructs' relevancy in building the relationship and competition that exists between them (Eshghi, 2008).

Therefore, it becomes crucial for this research to establish the validity of the two paradigms is proper in the context of Ekta Books with clearly points out that general service quality is considerably connected with and contributes to the general satisfaction of customers. Therefore, it can be noted through this review that there is some link between service quality and customer satisfaction, which highlights the value of customer satisfaction whenever determining quality (Roethlein and Wicks, 2009).

Nevertheless, the study verified that there is a significant relationship exists between service quality and customer satisfaction. It is worth mentioning that service quality and consumer satisfaction are closely related to the market share and customer retention. This research seeks to establish the degree to which these ideas have actually been linked to the market share and customer retention in the context of Ekta Books. So that it is important for this dissertation to study the impact of service quality as a construct on customer satisfaction.

Service quality and customer satisfaction are two separate constructs, although they are closely related. Sureshchandar (2003), identifies that strong relationships exist between service quality and consumer satisfaction while emphasizing that these two are conceptually distinct constructs from the customers' point of view. For this reason, it is the goal of the research to establish if such a connection exists between service quality and consumer satisfaction within Ekta Books. It is going to additionally be imperative for this research to see if there is a causative connection between service quality and customer satisfaction.

It must be noted that the two principles that considerably impacts consumer behavior as well as business performance are service quality and customer satisfaction. Some studies have shown that service quality leads to greater profitability (Gundersen, 1996) and customer satisfaction. (Oliver, 1997). Furthermore, other studies have shown a good relationship between customer satisfaction and customer respect (Kandampully, 2007), and additionally the association between consumer satisfaction and good word-of-mouth. Therefore, worldwide, the key approach for businesses with a customer focus is to constantly determine and monitor service quality and customer satisfaction.

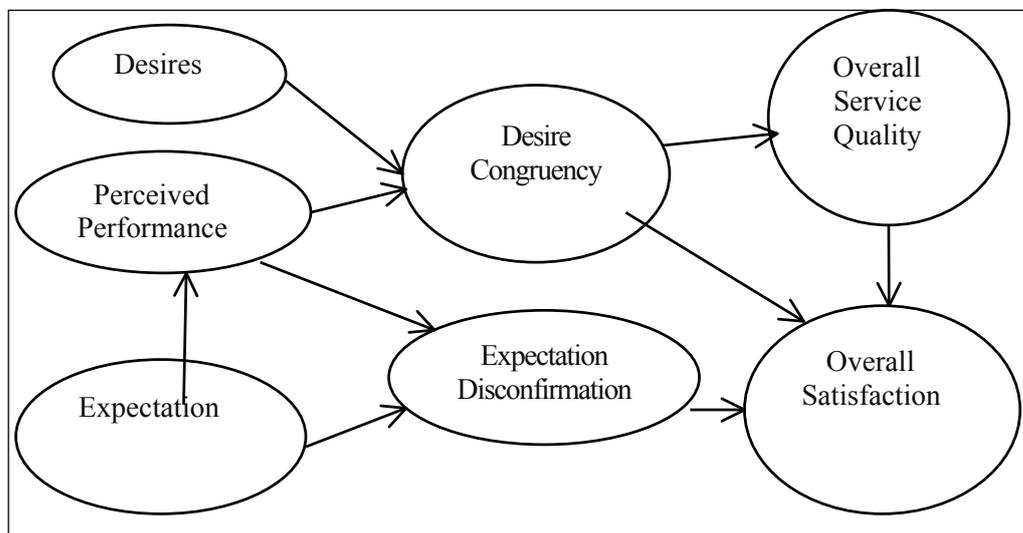
This is quite critical for this research to discover if both service quality and customer satisfaction have a good correlation with the customer's loyalty and perform company intentions showing that both constructs have an important part to play in the operations of Ekta Books has given the competitive market place it runs. Hence, the urgent need for this research to come up with conclusions whether there exists a great dependency between the constructs or perhaps not offered the fact that service quality is much more abstract than customer satisfaction because customer satisfaction reflects the emotions of the customer about numerous encounters and experiences one features had with the business company which in this instance is Ekta Books.

### Conceptual Framework

The study of quality service offered by the Ekta Books can be reflected in the areas of facility offered, price of the products and customer care. Having completed its 41 years of services, Ekta Books has a strong organizational structure employing over a hundred people, inside and outside the Kathmandu Valley. Ekta Books has three major divisions (Production, Marketing and Human Resource) each of them having own functional department. Each division has its own head and the level of hierarchy is also clearly classified. The employees have their immediate supervisors and the work base and communication is also quite flexible. So, each department can work independently. The company is functioning and operating well because of the organizational structure and design directed towards providing service quality and customer satisfaction at the highest level.

### Customer Satisfaction with Service Quality Models

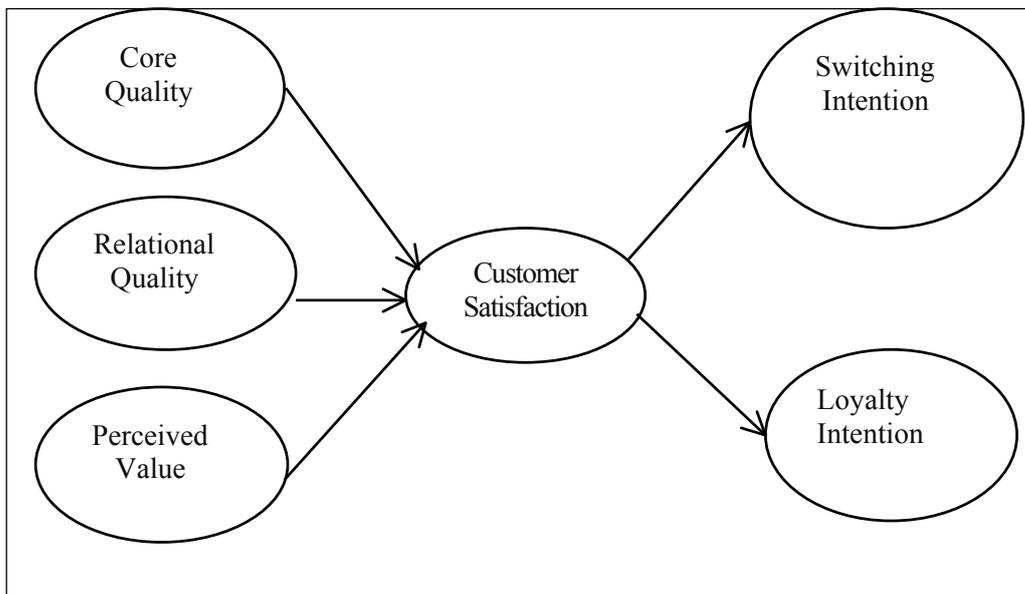
Oliver has developed a model in 1993, to explain the relationship between service quality and customer satisfaction. He states that service quality is developed by comparing performance perceptions and ideals related to dimensions of quality, satisfaction contradicts with expectations that are predictive regarding both non quality dimensions and quality dimensions. Also perceived service quality originate from satisfaction and disconfirmation (negation) of desires are not related to satisfaction, except through the perceptions of service quality. Oliver's model also specifies that expectations do not affect the perceptions of performance.



**Figure 1:** Customer Satisfaction with Service Quality Model

Source: Spreng and Mackoy (1996-p203)

The above figure presents Spreng and Mackoy research based on Oliver's Satisfaction Quality Model. In their research they stated that the service quality and customer satisfaction are both distinct constructs. Also, expectations are negatively related to satisfaction but through perceived performance, expectations are positively related to service quality perceived and satisfaction. So, managers should always try to decrease the level of expectations in order to provide services that are "better than expected" which will result in higher level of satisfaction (Davidow and Uttal, 1989, Peters, 1987).



**Figure 2:** Customer Satisfaction with Service Quality Model

Source: McDougall & Levesque (2000-p393)

The above figure shows another model for Customer Satisfaction with Service Quality presented by McDougall and Levesque. The main contribution of this model is the inclusion of perceived value and its importance together with service quality and their effect on satisfaction that leads to future intentions. The findings of this research model show that the characteristics or nature of service affects the drivers of customer's intentions and level of satisfaction.

**Service Quality Customer Satisfaction and Loyalty: Reason to Study**

Service quality is a means and customer satisfaction is a result but loyalty is an end. Service and satisfaction are interchangeable but loyalty is tangible. The importance of customers in the business process has made it vital to always conduct research about customers. There has always been the need for customer research before, during and after sales because of changes that may occur in the business process. It has been proven by an

author that “an organization that consistently satisfies its customers, enjoy higher retention levels and greater profitability due to increase customer loyalty” (Wicks & Roethlein, 2009, p.83).

For this reason, every company works hard daily to win the hearts of customers by satisfying them in order that they become loyal customers to their brands in order to increase sales and profit. When customers have good perceptions about a brand, they will always choose to go for the brand, because consumers from their preferences relative to perceptions and attitudes about the brands competing in their minds (Larreche, 1998, p.152). To get these loyal customers, companies must create relationships with the customers. To create relationship with customers, companies need to conduct research to answer questions on how the customers make their purchasing decision and whether they are pleased with what the organization provides to them as offer in terms of product quality, service quality and price of the product etc. Thus, customers will always prefer a product or service that gives them maximum satisfaction. But how will the organization know whether the consumer’s consumption habits have changed, or if they are well served? How will the organization know if competitors’ brands are doing better than theirs, which can trap their customers? With the increasing number of businesses and growing competitions today, each company wants to be the customers’ first choice.

In order to achieve this, organizations need to answer the questions above via continuous research in this area. In order to lead the organizations to achieve their twin objectives of satisfying their customers and making profits. Because customer satisfaction is the main concern of business sectors of today so that their researchers are always conducting research about the customers especially on what relates to their satisfaction. Even though there are other factors such as price, product quality etc. other than service quality that determine customer satisfaction (Wilson, 2008, p.78-79).

### **Methodology**

A research strategy as a general plan of how the researcher goes about answering the research questions already set (Kitamoto, 2009). It must be noted that the choice of data collection for this study was mainly determined by the research strategy that was adopted for this study. Examples of research strategies include case studies, experiment, action research, ethnographic studies, grounded theory or archival research and survey (Saunders, 2000, Malhotra and Birks, 2007).

Both primary and secondary data was collected in this study. The researcher relied on collection of primary data through questionnaires and interviews. The collection and collection of secondary data was an extensive literature review. Most of the information concerning the assessment of service quality and its effect on customer satisfaction was obtained using two ways. On one hand, both structured and unstructured interviews with Ekta Books Management, employees, organizational and individual customers were used. The issues that were discussed with management of the company

was centered on the factors that affects service quality delivery, customer complaints and handling procedure and repeat purchase.

In addition, information about the perceived benefits of service quality delivery on customer satisfaction was also discussed from the top management and employees of Ekta Books. On the other hand, questionnaires were also distributed to the retailer/dealers, organizational customers and individual customers with an attempt to find out whether service quality helps in being competitive and satisfying them.

The questions were selected carefully for this study in an attempt to solicit reliable and verifiable information that will help in meeting the research objectives. Thus, the questions were designed to gain an understanding of how service quality affects the level of satisfaction of the customers of Ekta Books, and eventually how to use it for competitive edge in a globalized market. Thus, these approaches enabled the researcher to assess the effect of service quality on customer satisfaction.

Tull and Hawkins (1993), defined secondary data as the data that already exists and might have been collected for other research and not particularly for the research at hand. The secondary data used included the company's strategic plan, vision and mission statements, public relations report, marketing reports, brochures, and pamphlets of Ekta Books. The collection of primary data included the service quality strategies, customer satisfaction levels and complaints by customers. The researcher prepared a set of questions that reflected the research objectives and question.

The researcher also uses documentary review as for the acquisitions of first-hand information to assess the impact of quality service on customer satisfaction such as pamphlets, magazines, postcards/catalogues research reports and so on.

## **Results and Discussions**

### **Service Quality and Customer Satisfaction level of Ekta Books**

The analysis revealed that the school clients of Kathmandu Valley are generally satisfied with the quality of services and products of Ekta Books. The respondents were found satisfied with the speed of delivery, reliability, quality and value-for-money for the products and services. It appears that the company is very much concerned with the satisfaction of clients as it promptly responded to the issues of customer complaints and satisfaction.

### **Factors affect the Quality of Services provided by Ekta Books**

It has been concluded that the factors such as reliability, responsiveness, prompt of service, behavior of employees, availability of informative material, fulfilment of promises, sincerity in solving customers' problems, personal attention to customers and understanding the needs of the customer were key variables that were mentioned by respondents with high level what they would expect from the company.

### **Impact of Service Quality on Customer Loyalty**

The products and services provided by Ekta Books are high in the quality according to the customer's response and comments. It seems that Ekta Books has been succeed to satisfy the customers at a very high range as well as gain the loyalty of the customers. It is very important to maintain it at the same level in the days to come as it is presently.

Moreover, after analysing the collected data from the questionnaire, it is clear that customer satisfaction is the basis of the customer loyalty. If the customers are highly satisfied with the services, then obviously, they are loyal too. Therefore, customer satisfaction influences the customer loyalty. The results of the questionnaire survey determined that the customer satisfaction and customer loyalty both have been found in Ekta Books. With the help of questionnaire, the researcher has concluded that the things that need to be progressed in the future. The questionnaire consists of multiple-choice questions and open-ended questions.

### **Conclusions**

The findings revealed that the quality of service has significantly contributed towards customer satisfaction even though there are other factors as well. Those factors, such as brand or company image, customer experience, price, internal and external environment of the company, service delivery/performance (fast or slow) the behavior and appearance of the service providers effect the most.

In other words, quality is not the only aspect that customers demand to get satisfied. There are other factors together with the quality that affect customer perceptions and expectations about the services. These factors are brand or company image, price, physical environment, customer experience, available equipment, performance and human interaction. It was found that quality can be improved on consistent basis through constant monitoring and evaluating all the aspects that directly or indirectly affect the customer.

The researcher concluded that the Ekta Books has been applying most of the attributes required for service quality, still, there are some weaknesses which need to be addressed. Some weaknesses are lack of staff training, especially for front desk staff/receptionist, lack of eBooks/digital books and online marketing. Although the respondents were found to be satisfied with the service delivery of Ekta Books, the management of Ekta Books should pay attention to the time taken for serving customers, to ensure that customers are informed exactly when the services will be provided and to give the same prompt customer services consistently. There is also need to ensure that the marketing and Public Relations (PR) employees of the organization are willing to help customers in any situations as a way of improving customer satisfaction through the responsiveness of the company. This is because, creating and managing service quality is one of the main strategic issues in today's competitive business environment. In an

abstract sense, service quality provides marketers for Ekta Books with a strategic bridge from their past to their future.

Even though, the service level seems very satisfactory to meet customer needs and demands but the organization still need some modification and improvement in the strategies of the company to keep the services in a high standard. Thus, based on the study, it can be concluded that though the majority of customers are satisfied with the service provided by Ekta Books, the company needs to understand its weakness and work hard for the improvement that can be met customers perceived service level. Overall, this study has highlighted that customer satisfaction and customer loyalty are core element of a business. Understanding these two terms can help the company to build or establish a reputation in a market and increase in demand of customers as it has company image, competitive price, physical environment, customer experience, performance and human interaction at utmost level.

Quality and customer satisfaction both have long been recognized as crucial role for success and survival in today's cut throat competitive market place. Considerable evidence exists in literature that supports relationship between company's performance and level of satisfaction reported by customers (Anderson et al., 1994; Bolton, 1998).

Therefore, the management should pay an attention to improve the service quality and other factors which may lead to customer satisfaction. This is an evident that the concern managers and departments head need to recognize and accept that service quality will inevitably take place and that it has a significant effect on both the customers and worker's perception of the service. The Management can avoid poor service quality which leads to customer dissatisfaction through

- Employees should be trained and appreciated to improve the service quality for the work they have done.
- Modern technology and innovation should be applied to easing transaction method to increase customer satisfaction, particularly Debit/Credit Card payment or automatic/IPS payment as well as online marketing with service delivery.
- Customer should be attracted and motivated especially the implementation of new policies and strategies (such as developing packages for low end mass markets i.e. Pre-School/Montessori Schools, high schools, colleges, universities) focusing on update and timely printing of products/books, so as to retain the big customers and then to enhance loyalty.
- In order to create strong customer loyalty, its marketing and operations managers should continuously check their product and service with addressing the characteristics of meeting their customer expectations, the reliable service quality and the service quality messages must be consistent over time.

- Service delivery and external communication gap can be reduced if employees are trained enough from cross departments and should have enough information to handle customer queries. All matters with the customers should be communicated clearly and over exaggerations through false statements should be avoided. Through proper planning and constant monitoring one can overcome the issues.
- Finally, the most important issue to win customer's trust is to focus on developing customer complaint resolution system.

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