# Quality Customer Service As A Pillar For Organization Success

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**Abstract**

Quality customer service is considered one of the factors to drive the success of the organization (Orji, Malachy, Zubairu, & Emmanuel, 2017). Many organizations used to give a high level of attention to the customer service aspects to achieve organizational excellence (Javidi, Salajeghe, Pourkiani, & Sayadi, 2020) as this strive used to be in the core strategies for most organizations. Part of these strives was to measure the customer service implementation in the organization and to plan to improve it to enhance the organization's capabilities in improving its performance (Hassan, Mohd, Ali, & Ferdous, 2017).

## 1. Introduction

Many studies have addressed the concept of quality customer services through several organizations in different fields and sectors (Agus, 2019; Al-Ettayyem, & Al-Zu'bi, 2015; Arif, Aman, & Aled, 2013; Azman, Hafizah, & Ilyani, 2017; Darmawan, 2019; Famiyeh, Asante-Darko, & Kwarteng, 2018; Ghulam, Abubakar, Bilal, Munim, & Junaid, 2017; Giswandhani, Mujahid, & Hilmi, 2019; Hongwei Jiang, Yahua Zhang, 2016; Turab, Naushad, & Hafiz, 2019). Moreover, among these sectors, the government sector is one of the vital sectors in the economy, which is considered an important sector to society, and its services used to be considered important for the people's lives in their communities. Ozols and Nielsen's (2018) study has proven that quality customer service is one of the main reasons for achieving high performance for government organizations and achieving this level of performance must constitute an important economic engine that benefits the community and government alike (Yane-Seri, 2019). The achievement of high levels of performance in the organization cannot be achieved without ensuring that the quality of customer service is effective and efficient (Sleimia, Muslehb, & Qubbajc, 2020).

## 2. Background

A study conducted by Leila, Kenny, Guan, Murali, and Samsinar (2016) titled "Integration of standardization: Impact on quality service, customer satisfaction, and loyalty" This study contributed to developing an integrated framework to analyze the roles of service standardization on quality customer service. The study found that the integration of standardization of service offerings is critical for improved quality customer service, as standardization has a higher impact on quality service when compared to customization (Leila, Kenny, Guan, Murali & Samsinar, 2016). Such findings are very important to be discussed and researched to apply to the case study and get information on how to achieve service standardization in a government sector entity.

Another study conducted by Hongwei and Yahua (2016) showed that customer loyalty played a vital role in improving the performance of the organizations selected in the study. In addition, the

researchers linked customer loyalty with the quality customer service aspects to find out that the organizations got higher quality customer service a higher organization performance leading to successful outcomes for the whole organization's performance (Hongwei & Yahua, 2016). Customer loyalty to be applied to governmental entities shall be researched to get the most needed tools to achieve it. Therefore, this factor has been adopted to be researched through this study.

A study conducted by Giovanis, Athanasopoulou, and Tsoukatos (2015) aimed to find out the extended values for the organization's performance through the quality of customer services, this study found that the interactional Service fairness is of utmost importance to customers of the investigated industry. Therefore, customers should be fairly treated at every point of contact. In addition, service fairness is heavily affected by quality customer service (Famiyeh, Asante-Darko, & Kwarteng, 2018). Such facts drive the need to research service fairness to understand its impacts on the quality of customer services, and how to apply it in the governmental sector.

The study titled "Relationship between quality service and customer equity in traditional markets" was conducted by Wang and Kim (2017) to understand how to improve traditional markets since many practitioners in the retail industry conduct business in traditional markets. The research objectives were to understand the relationships among quality customer service. Moreover, the researcher found that customer equity is considered one of the factors to drive quality customer service (Wang & Kim, 2017). Customer equity drivers, and customer quality service in traditional markets used to be linked in different types of business firms, and it used to be conducted to achieve targeted enhancements to the organization's performance (Al-Ettayyem & Al-Zu'bi, 2015). Selecting customer equity to be researched in this context will be a benefit to the efforts to build up quality customer services that will support the organization's performance in the governmental sector.

Shen and Tang (2018) conducted a study to show the relationship between the employee's training practices in an organization and the customer service levels. They found in their research that organizations seek to improve their operational performance by adhering to certain quality customer service standards and definitely will need to train their employees in certain areas related to customer service. Moreover, they mentioned that such achievements required improved employee training and enhanced employee satisfaction in their employment and their workplace. Such practices are important to enhance the employee's capabilities to contribute to the organization's objectives and enhance their organization's performance by serving their customers in a quality manner (Roland, Katherine, & Valarie, 2014). Since employees are considered a key factor for the success of any organization's performance, including this factor through training tools will be one of the tools to enhance the quality of customer service (Lin & Taylor, 2017). Therefore, this factor, employee training, is considered one of the needs to be discussed and addressed for any organization type to ensure that it will support the organization's objectives in getting quality customer service.

Customer considered an important aspect for both public and private organizations, customer satisfaction is considered one of the priorities for the management team to work on developing its aspects and its conductions, the management measures such satisfaction through different methods, one of it through the survey to gain the feedback of the customer towards the service or the product (Barnea, 2016). Further procedures used to be conducted by the management to rectify all needed areas to be developed by the outcome of the survey (Kasiri, Cheng, Sambasivan, & Sidin, 2017).

The critical point that this research was conducted for is how to establish quality customer services to support organizational performance, this point was researched by looking into four attributes related to

service standardization, customer loyalty, service fairness, customer equity, and employee training. Such four attributes were discussed previously in separate studies that aimed to achieve a proven impact for each attribute on the organization's performance, while this study aimed to fill the gap that has been left to prove the impact of those attributes on the organizational performance through a comprehensive empirical perspective rather than theoretical perspective.

## 3. Operational Definition

### a. Quality Customer Service

According to Rahman (2019), quality customer service is one of the business activities that all business firms of different natures, sizes, and activities attempt to achieve to enhance the performance of the organization (Rahman, 2019). This applies to government entities that may be providing services to result in customer satisfaction ratings (Masoud, 2020). Quality Customer Service is considered one of the activities that it used to focus on designing the organization functions to provide the business customer with quality experiences through enhanced services or products that will satisfy them and meet their expectations at all times (Richard & Christopher, 2015).

### b. Service Standardization

Service Standardization is a process of creating standards that will guide the construction of a product or service based on the consensus of all stakeholders in the industry (Franziska & Christopher, 2016). Standards ensure that products or services are provided to a certain standard with consistent quality and are comparable to other comparable products or services in the same industry (Caner & Servet, 2020). Measurement also helps to ensure the safety, coherence, and consistency of the goods produced in the market. Some of the organizations that should be involved in the process of setting up include users, interest groups, governments, companies, and rating agencies (Hongwei & Yahua, 2016).

From the above definition, it can be concluded that service standardization is considered one of the processes used to be conducted in a typical business organization to ensure the provisions of the services are by a set of adopted measures by the management. Such adoption shall be implemented to ensure the quality of the service to enhance the customer's experiences and support the organization's performance.

### c. Customer Loyalty

Customer Loyalty term refers to the process that the business organization uses to ensure appropriate measures to maintain the recent customers for the business and ensure their satisfaction to stay in relations with the business service or product provision (Aramburu & Pescador, 2019). Customer loyalty is considered one of the business pillars that any organization strives to achieve to ensure that the business can reach its targeted objectives through the number of customers with actual needs for the services or products of the business (Shankar & Jebarajakirthy, 2019). Therefore, customer loyalty could be defined as one of the pillars of building up quality customer service through the process to ensure that the customers are satisfied with their gained services.

### d. Service Fairness

Service fairness is a customer's perception of the degree of justice in a service firm's behavior (Kandampully, 2015). Customers' judgments of service fairness surface when their experience conflicts with their fairness standards and they sense either injustice or uniquely fair behavior (Ngo, Vu Minh, & Huan, 2016). Therefore, customer fairness terms are one of the quality customer service contexts, that will

be achieved through adequate processes to ensure fair and transparent service provision to all types and levels of customers.

### e. Customer Equity

Customer equity is the total lifetime values of all current and future customers of the organization, it is the total of all the value the organization will ever realize from customers. As customers create all value, this means that customer equity is virtually the same number as the "going concern" value of the business (Long, 2016). From this definition, Customer equity could be understood as a managerial task that the organization implements to ensure that the quality customer service provisions support the organization's image or position in the market It is considered one of the signs for a high level of organization performance.

### f. Employees Training

Training employees refers to one of the main functions conducted by Human Resources Management in the business organization (Abdulahi & Aykan, 2016). As any business organization implements certain training for the organization's employees to enhance their capabilities and qualifications towards specific targeted competencies, the management will decide to improve it within the employees (Bassey, Bassey, & Asuquo, 2019). Therefore, employee training as a process to be implemented by the organization, used to be one of the factors to drive the employee's capabilities and enhance their abilities to respond to different quality improvements and to support the organization's performance as well.

## 4. The Quality Concept

The concept of quality is due to the Latin word Qualities "which means the nature of the person or the nature of the object and the degree of rigidity" (Gao, Melero-Polo, & Sese, 2020). And has always defined accuracy and mastery by manufacturing historical and religious monuments in statues, quarries, and palaces, and recently for bragging, or use for protection purposes changed the concept of quality after the development of management science and the emergence of large production and industrial wealth and the emergence of large enterprises and increased competition, as the concept of quality has new and saturated dimensions. "Good quality necessarily high quality. It means a reasonable and predictable degree of regularity, consistency, and confidence in the quality of market fit." (Gao, Melero-Polo, & Sese, 2020).

Crosby (1999) defined the quality: "Conform to the requirements, not how good the thing is." As Munir Zeid Aboudi (2018) defines it: "A dynamic situation associated with physical products, services, processes, and the surrounding environment, this situation matches expectations." Juran (2000) defines it as "appropriate for the use of the intended" and based on the definition Mitra (2002) offers another definition that accommodates the quality of both the item and the service as "appropriate for the item or service to use the intended as required by the consumer." Quality is defined by ISO. "The American Quality Association" is the degree to which the virtual and implicit needs and expectations of the consumer are saturated by a set of key pre-defined characteristics. The Joint American Accreditation Authority defines quality organizations as the degree to which current and agreed standards are adhered to to help determine a good level of practice and to know the expected results of a service, procedure, product, or particular function. Tener and Detor (2008) mentioned that quality is defined as a core business strategy that contributes to delivering goods and services that greatly satisfy customers at home and abroad by meeting their implicit and explicit expectations.

David (2012) defined quality as a factor or level of excellence in something and refers to the level of excellence of a particular product quality. Quality according to Fisher (2014) refers to the fact that the

features reflect the level of sparkle and elegance and the fact that the performance is much better than the standard product compared to the standards set by the organization or customer perspective. Quality was also intended to meet the aspirations and expectations of consumers and beneficiaries of the organization's goods or services and even achieved the effort to provide the highest level of expectations. Quality also knows the product's suitability for use i.e., the ability to provide the best and most authentic quality (Giswandhani, Mujahid, & Hilmi, 2019).

The concept of quality has varied in meaning due to the different origins of its understanding and the context in which it is used. Some see it as a reward for goods and services that meet their needs, desires, and loyalty, that is, their ability to continue to meet their needs while others see it as linked to productive work and accuracy. The different concept of quality is also due to the nature of the diversity of goods and services and their relationship to both the manufacturer and consumer product and the level of product loss it causes in society (Ghulam, Abubakar, Bilal, Munim, & Junaid, 2017).

Quality nowadays is one of the four most important competing factors used by companies to attract customers and achieve success in the competition and attention is paid to making it a multi-person responsibility for company executives and employees, an improved strategic position that incorporates quality. modern businesses and the concepts associated with quality formulas were not fictional of the modern era but have a long history and their development does not have many historical stages (Elisabetta, Federica, Lolita, Nicola, & Laura, 2019).

The oldest interests that can be touched in quality are attributed to the 18th century BC in Babylonian civilization, when the reign of its most famous king Hammurabi, the famous Laws of Hammurabi, which included concerning trade, obliged those who offered something not good or undervalued in the products traded to repair the defect, historical facts in the fifteenth century BC indicate the assertion of the Egyptian pharaohs on quality in the construction and painting of the walls of ancient Egyptian temples and the requirement of commitment to quality in the construction of the pyramids. The concept of quality and improvement was born in Japan, at the beginning of the 1950s, and then spread to America and Western European countries (Ghulam, Abubakar, Bilal, Munim, & Junaid, 2017).

Quality is very important and important to both the consumer and the organization of all functions and sizes, so that product quality does not become an asset or service that plays an important role in competitive domestic, regional, and global markets, as product failure to meet consumer needs and desires will not be compensated by any additional marketing effort (Hongwei & Zhang, 2016). Quality enhances the interaction between the organization and customers, meets the challenges of greater competition in the business environment, and gains a better competitive advantage in the market. Quality will not be the most important factor in determining the need for organizational products and therefore ensures the survival and continuity of the organization and enhances its ability to achieve its goals as an effective tool for achieving quality, product, and customer satisfaction (Javidi, Salajeghe, Pourkiani, & Sayadi, 2020).

The organization is gaining recognition for the quality of its products, and this is reflected in the outstanding interaction between the organization and the suppliers and the knowledge and skills of the staff as well as the efforts to provide products that meet the needs and requirements of the customers. a company or organization, i.e., the concept of quality limited to the quality of an asset but extends to the integration of new organizational products or processes of its employees, or about suppliers. For further clarification, if the organization's products are of low quality, it is possible, thanks to the improvement of this quality, that the organization will achieve a reputation and reputation of the organization, therefore be able to compete with similar organizations in the industry (Famiyeh, Asante-Darko, & Kwarteng, 2018).

## 5. The Customer Service Concept

Literature has shown many definitions of the service, including The American Marketing Association defined the service as "activities or benefits that are offered for sale or that are associated with a particular commodity." It says that the service is any activity or function and there is a definition of (2000) a series of activities of a normally intangible nature but does not have to occur through interaction between the consumer and service employees or material resources or goods or systems that are provided as solutions to the customer's problems as the service defines as those activities defined but imperceptible and represent the main goal of achieving customer satisfaction. The service is also defined as an activity, achievement, or benefit provided by one party to another party and is essentially intangible and does not result in any ownership, and its production or provision is linked to or is not a tangible material product.

The service is defined as the activity associated with several intangible assets, including specific customer contact or acquisition location, and not as a result of its transfer to the owner. Services are also described as one of the products produced by business organizations such as hotels, tourism, banks, institutions and organizations such as insurance institutions, post offices, and government interests such as communications, automotive, and education (Ozols & Nielsen, 2018).

In general, intangible services and the intangible nature of services are the most dominant in the definition of services, in addition to other characteristics of simultaneous production and consumption, heterogeneity in outputs, and rapid demise. Usually, the provision of the service requires the presence and participation of the customer during production and consumption, i.e., the characteristic of tying which occurs at the same time (Bayraktar, Tatoglu, Turkyilmaz, Delen, & Zaim, 2012).

The concept of customer service has become one of the concepts that constitutes one of the management sciences, it has become a competence studied and specialized in obtaining several skills related to how to manage customer service by solid and adopted steps and principles that ultimately lead to customer satisfaction, and this satisfaction would be one of the keys to the organization's success in achieving its goals. Providing the service or product by the principles of providing the right service would give the organization a competitive advantage in the market, through which the organization achieves business expansion and growth (Hassan, Mohd, Ali, & Ferdous, 2017).

The number of business organizations providing services has increased more than ever before, for example, half of business organizations are service-related, as well as service-related organizations continue to expand (Hassan, Mohd, Ali, & Ferdous, 2017).

Increased Competition: It is well known that the survival of organizations depends on their sufficient competition, so the availability of service quality in the products and services of these projects provides many competitive advantages (Hassan, Mohd, Ali, & Ferdous, 2017).

Greater understanding of customers: to be treated well, and they hate to deal with organizations that focus solely on the service, it is not enough to provide quality products at a reasonable price without good treatment and a greater understanding of customers (Hassan, Mohd, Ali, & Ferdous, 2017).

Economic value of customer service quality: Organizations are now committed to continue working with them and expanding their customer base, which means that organizations should not only seek to attract new customers and customers but also retain local customers and thus show greater value for quality. customer service to verify this (Hassan, Mohd, Ali, & Ferdous, 2017).

## 6. Quality Customer Service

The Qualified Customer Service (QCS) term refers to the process of ensuring customer satisfaction with a product or service. Typically, customer service occurs when they perform a specific task for a customer, such as selling or returning something. Customer service may take the form of a personal transaction, telephone, self-help program, or otherwise (Grant & Kagan, 2019). Customer service is one of the terms that used to be combined with different business activities in different firms. This term used to be one of the essential practices or activities to be conducted in any typical business organization to ensure the right connection with the major partners for the business (Kai & Chao, 2019).

Quality Customer Service is an important part of maintaining continuous customer relationships, which is the key to sustainable revenue. For this reason, many companies have worked hard to increase their levels of customer satisfaction (Arif, Aman, & Aled, 2013). While most people may work outside the scenes in a company, it is primarily employees who work directly with clients who form customer perceptions of the company as a whole (Bayraktar, Tatoglu, Turkyilmaz, Delen, & Zaim, 2012). Many successful businesses recognize the importance of providing outstanding customer service. Modest interaction and empathy with a professional customer service representative can mean the difference between losing and retaining a customer (Grant & Kagan, 2019).

According to Agus (2019), resources differ in products in many ways. Customer service is first considered a separate commodity because it is not portable and is not the same. While the sale may be held and evaluated, the service, such as the service provided by the seller, may not be able to. This invisibility makes it difficult to properly assess customer performance (Ghulam, Abubakar, Bilal, Munim, & Junaid, 2017).

Traditionally, quality customer service is understood as a combination of all the activities and efforts made by business owners and managers to make customers feel as if firms or corporations consider their well-being, as well as their current and future needs as they do. are related to companies (Turab, Naushad, & Hafiz, 2019). This involves using multiple listening methods to get customer feedback on organizational performance (Elisabetta, Federica, Lolita, Nicola, & Laura, 2019). They ensure that their customer research is effective by measuring and tracking specific customer needs (Kevin & Tim, 2019).

Objective and professional service should have a core aim in any organization to provide quality customer service (Shahrzad & Ali, 2017). Business organizations that used to give Customers various categories related to their experience enhancements used to be able to satisfy them at all times (María & Óscar, 2017).

State-owned companies can make this measure to improve the performance of their organization, by earning points in various categories such as complaints, level of acceptance, and quality (Eva & Peter, 2018). Ali (2017) said quality customer service is important as a satisfied customer can add value to a company, spread good word, and help create a good brand name. This will ensure that satisfied customers will be able to form meaningful long-term relationships with the product (Ali, 2017).

According to previous studies, quality customer services has been discussed through adopted dimensions, service standardization is one of the dimensions that has been adopted for quality customer services (Leila, Kenny, Guan, Murali, & Samsinar, 2016; Folstad, Nordheim, Bjorkli, 2018; Yan, Meng, Ma, & Huynh, 2019; Hassan, Mohd, Ali, & Ferdous, 2017). Customer loyalty has been recognized as one of the dimensions of quality customer service to drive the organization's performance (Hongwei & Yahua, 2016; Ashraf & Venugopalan, 2019; Ong, Lee, & Ramayah, 2018). Service fairness is another dimension that has been adopted through quality customer services in terms of enhancing organizational performance

(Giovanis, Athanasopoulou, & Tsoukatos, 2015; Iqbal, Hassan, Sharif, & Habibah, 2017; Gallarza, Ruiz-Molina, & Gil-Saura, 2016; Kasiri, Cheng, Sambasivan & Sidin, 2017).

Customer equity as one of the customer satisfaction factors has been discussed through the quality customer service (Azman, Hafizah, & Ilyani, 2017; Singhal & Kumar, 2019; Gajewska, Zimon, Kaczor, & Madzík, 2019; Hossain, Akter, Kattiyapornpong, & Wamba, 2017; Gao, Melero-Polo & Sese, 2020; Al-Ettayyem & Al-Zu'bi, 2015). Success business organizations used to consider their employees as a capital asset for the business, maintaining the employees' performance got different manners that the management used to coordinate to ensure the employees' capabilities to conduct their assigned tasks and functions (Padmasiri, Sandamali, Mahalekamge, & Mendis, 2018). And finally, customer service employees should have adequate training to enhance quality customer services, therefore, employee training has been adopted as a dimension for quality customer services (Roland, Katherine, & Valarie, 2014; Gayathri & Krishna, 2017; Koval, Nabareseh, Chromjaková, & Marciniak, 2018; Bahadur, Aziz & Zulfiqar, 2018; Orji, Malachy, Zubairu, & Emmanuel, 2017).

In recent decades they have seen improvements in services that have become increasingly important to the international economy, creating greater competition among their suppliers. In these cases, researchers and service providers are aware of the importance of quality in service delivery and their impact on customer satisfaction to build competitive profitability and maximize the benefits of service organizations (Famiyeh, Asante-Darko, & Kwarteng, 2018).

For growth and development, quality management and customer satisfaction have become a concern for service organizations, where customer satisfaction has focused on their attention and ongoing research to identify customer needs and expectations and provide a service that achieves its success. satisfaction and loyalty to the organization it provides, especially as the technological transformation enables the customer to trade between customized services and their choice (Giswandhani, Mujahid, & Hilmi, 2019).

## a. Service Standardization

Service Standardization refers to the process of creating a set of standards that will guide the implementation of a product or service based on the consensus of all the relevant parties in the organization (Franziska & Christopher, 2016). such standards are used to ensure that products or services are provided by specific measures with consistent quality and are equivalent to other comparable products or services in the same industry (Caner & Servet, 2020).

Service standardization used to be a tool to enhance and improve organization standards and methods to conduct its activities and functions. The services of the organization are to be provided to customers through adequate steps that it is easy to conduct by any type of customer considered one of the service standardizations (Leila, Kenny, Guan, Murali, & Samsinar, 2016). The process to gain a service from a customer from the organization should be cleared for all types of customers with different backgrounds and different demographical factors, such provision needs to ensure transparent manners to all these types of customers (Folstad, Nordheim, Bjorkli, 2018).

The management of the business organization will need to ensure that all customer service representatives in the organization are providing the same level of services to all levels of customers, such standardization of services will support the performance of the organization will show the service accountability to meet customer expectations (Yan, Meng, Ma, & Huynh, 2019). The provision of standardized services will require the organization to enhance its innovation aspects; such innovations will create new channels and new techniques to serve customers (Folstad, Nordheim, Bjorkli, 2018). One more

factor that will support Customer Service Standardization could be achieved by ensuring that the company can provide the services at the same level in multiple branches through different channels (Hassan, Mohd, Ali, & Ferdous, 2017).

Interest in customer service is critical to the success of any organization or company, as the customer perceives that he or she has a right to what the company offers, as well as inquiring about what it wants and has. the right to get staff to answer all questions correctly (Kasiri, Cheng, Sambasivan, & Sidin, 2017). To achieve these important steps, customer service must be consistent, as the concept of customer service may be limited to the service provided by certain employees within the company, but customer service must indeed be provided by everyone working in the company, from the outset. and a supervisor in charge of security, where customer service can be limited to work based on answering customer questions and complaints, but is more common and comprehensive (Leila, Kenny, Guan, Murali, & Samsinar, 2016).

For customer service to be effective, services will be conducted in the usual manner, the company should not wait for the customer to raise a problem, but instead take care of customers who do not lodge complaints and questions, as the company may lose. a large team of its scientists for failing to pay attention to the needs of silent customers, if you will. This will be done through an adequate process that will create a common approach that is accepted and applied to all people in the company (Appelbaum, Cooper, Kline, Mayo-Wilson, Nezu, & Rao, 2018).

## b. Customer Loyalty

Customer loyalty refers to the set of processes that the organization implements to ensure appropriate measures to maintain the recent customers for the business and ensure their satisfaction to stay in relations with the business service or product provision (Aramburu & Pescador, 2019). Customer loyalty is considered one of the business pillars that any organization strives to achieve to ensure that the business can reach its targeted objectives through the number of customers with actual needs for the services or products of the business (Shankar & Jebarajakirthy, 2019).

Customer loyalty has been recognized as one of the factors to drive the organization's performance, this importance of customer loyalty could be achieved through different activities and practices by the organization. One of these activities is to ensure the provision of services to the customers in a way to satisfies them and ensures that they will be using the service again (Hongwei & Yahua, 2016). Such experience used to be shared by the satisfied customers with other potential customers by telling them about the customer service approaches through this company (Ashraf & Venugopalan, 2019). Customer loyalty should be measured frequently, and the company should ensure that customer feedback has been addressed and considered for further improvements in the organization's performance (Ong, Lee, & Ramayah, 2018).

Customer loyalty is critical to product success because loyal customers can grow a business faster than sales and marketing, as customer loyalty is a result of customer satisfaction, good customer experience, and the total number of goods or services a customer receives in the workplace. Customer Fidelity: Customer desire to purchase or work with a recurring brand, resulting in good customer experience, customer satisfaction, and the number of products or services the customer receives from purchase (Bhatti, Abareshi, and Pittayachawan, 2019).

### c. Service Fairness

Service quality refers to the customer's perception of the level of fairness in the service company's conduct (Kandampully, 2015). Clients' fair service decisions arise when their self-esteem violates their ethical standards and they feel unfair or unethical behavior (Ngo, Vu Minh, & Huan, 2016).

Business organizations are used to ensure the provision of services with adequate measures to the user's needs, such practices are used to give the business organization the ability to understand the market trends and the customer's needs (Giovanis, Athanasopoulou, & Tsoukatos, 2015). Such needs used to be communicated to the business organization through different tools that the management of the organization should organize and make available to its customers. Part of the customer's fairness is the organization's procedures to ensure addressing and responding to all types of complaints that the business will be receiving from its customers. Therefore, the organization will need to ensure effective manners to solve any expected complaints or requests from its customers as appropriate (Iqbal, Hassan, Sharif, & Habibah, 2017).

Gallarza, Ruiz-Molina, and Gil-Saura (2016) confirmed in their study that the value-to-money basis is considered one of the most important factors that will bring the feeling of the customers to say that they received reasonable and desirable services from the service provider. Getting such satisfaction from customers will give the organization descript that its quality provider even the product or the service in a different level than it used to be provided in higher value.

Business organizations will need always to consider the different needs of the customers and tailor their needs as appropriate, such practices are considered one of the service fairness (Giovanis, Athanasopoulou, & Tsoukatos, 2015). Moreover, by achieving such service levels the organization will be meeting the customers' expectations in terms of quality customer service (Kasiri, Cheng, Sambasivan & Sidin, 2017).

The 2006 U.S. standard (157 No, SFAS) defines fair service as "the price that can be received for the sale of the asset or must be paid to pay for an obligation in an orderly process among market dealers on the date of measurement" and it is understood that the fair service standard introduced by the concept of exit prices, sales prices, and neglected entry prices, the current cost, and confirms that the price used as a basis for determining fair service must be carried out in a regulated market among traders exercised as the sale and purchase process under normal circumstances without effect. The definition also emphasizes that the sale prices used to determine fair service shall be specified at the date of measurement, i.e. the date of preparation of financial statements or as close as possible to that date, regardless of the circumstances prevailing on that date.

### d. Customer Equity

Customer equity refers to the total lifetime values of all current and future customers of the organization, it is the total of all the value the organization will ever realize from customers. As customers create all value, this means that customer equity is virtually the same number as the "going concern" value of the business (Long, 2016).

Quality customer service requires the organization to consider customer satisfaction, this satisfaction will enhance customer equity in the organization and is part of the organization's performance (Azman, Hafizah, & Ilyani, 2017). The business organization will need to coordinate different functions to achieve customer equity, one of these coordinates is the efforts to ensure the provision of services through easy channels and smooth manners, these tasks will be part of the customer service team (Singhal & Kumar, 2019).

Customers are always looking to be served through clear and transparent methods, business organizations will need to clarify the servicing procedures to all customers by adopting guidelines used to be communicated to all customers to allow them to know their rights (Gajewska, Zimon, Kaczor, & Madzík, 2019). Such procedures will ensure the service offers provided by the organization are sufficient for customers and meet their expectations (Hossain, Akter, Kattiyapornpong, & Wamba, 2017).

Customer equity as a quality customer service factor used to be linked to the practices of the organization to use different media and communication tools to ensure reaching out to customers and keep them in touch with the organization's services (Gao, Melero-Polo & Sese, 2020). Such links are used to promote the organization's name in the market and give the brand name of the business a unique position that the current customer will be satisfied, and it will bring more potential customers to the business (Al-Ettayyem & Al-Zu'bi, 2015).

The media momentum is a lot about caring for customers, and that they must be treated well, in most companies, there are departments and divisions for customer service, as well as complaints, but often the customer does not get the expected service and is not given adequate care, the problem is that some companies and service providers view the subject of customer service as preferring them, or that it is "something necessary", as long as there are customers should have management or department in the name of customer service. From this point, the availability of the customer equity aspects in the organization is considered one of the important assets for quality customer service, as such a set of documents will clarify any conflict that might occur between the organization and the customer (Rust, Roland, Katherine, Zeithaml, & Valarie, 2014).

Customer service is not just management, it is a culture, orientation, actions, and policies that need to be instilled and rooted into the fabric of the company or organization that provides the service, starting with real and effective listening to customers, knowing their needs and expectations, and then weaving those expectations into the design of the service provided, such implementation to the concept of the customer service shall maintain the equity of the services that it will be provided to the customers, and here the customer will be feeling satisfaction since his or her rights are maintained in through the treatments that he or she receiving from the organization (Kevin & Tim , 2019).

## e. Employees Training

Training employees refers to one of the main functions conducted by Human Resources Management in the business organization (Abdulahi & Aykan, 2016). Employee training as a process to be implemented by the organization, used to be one of the factors to drive the employee's capabilities and enhance their abilities to respond to different quality improvements and to support the organization's performance as well.

Success business organizations used to consider their employees as a capital asset for the business, maintaining the employees' performance got different manners that the management used to coordinate to ensure the employees' capabilities to conduct their assigned tasks and functions (Padmasiri, Sandamali, Mahalekamge, & Mendis, 2018).

To gain quality customer service in an organization, the customer service employees should have adequate information about the services, and they should be able to satisfy the needs of the customer (Roland, Katherine, & Valarie, 2014). This also will require the employees to be trained on different customer service techniques; also, they need to have the ability to communicate with customers through understood language (Gayathri & Krishna, 2017).

Customers are always looking to be valued by the service provider representative, this fact will require adequate employee training on customer service aspects to ensure that the customer service representative can approach customers positively with warm greetings (Koval, Nabareseh, Chromjaková, & Marciniak, 2018). Furthermore, customer service representatives need to be trained on the ability to serve the flow of customers promptly and right direction to ensure that the customer gets a completed service smoothly (Bahadur, Aziz & Zulfiqar, 2018). The customer service representative shall be trained as well on the methods on how to respond to customer needs in a friendly and efficient manner (Orji, Malachy, Zubairu, & Emmanuel, 2017). The management of the organization to ensure quality customer service shall coordinate all these types of training.

Customer service is a science and not just a general taste and it is complex because each case requires understanding and creativity in dealing with it, therefore, customer service staff have a great burden of how to achieve an understanding of the basic guarantee of the continuation of customers and the reputation of the company and its future, which is the indispensable bond for the sales team, if the sales team is trained and customer service is weak, the organization will be like the one who trained an army and sent it to battle and then cut off the supply (Shen, & Tang, 2018). Customer service needs intensive, continuous, and renewed training, and customer service courses must be renewed from time to time and made inevitable courses, i.e., mandatory for service providers and even for the rest of the company team because each of them in one way or another will be in a customer service location (Padmasiri, Sandamali, Mahalekamge & Mendis, 2018).

Staff training programs help to develop the knowledge and skills of employees to keep up with the various changes in the workplace, and these improvements have a positive impact on employee and employee productivity, which may increase company profitability and efficiency, as some employees may learn. through training including work ethic, human relations, and safety (Gao, Melero-Polo, & Sese, 2020). Implementing on-the-job training programs will help employees feel like the company is investing in them, by continuing to teach corporate employees new skills and competencies, not only will they be better employees, but will also feel more productive company members, which will improve their behavior. and their work skills (Manresa, Bikfalvi, Simon, & Trai, 2019).

Occupational boredom can create dissatisfaction and poor work habits, but continuous improvement efforts can help motivate employees and eliminate laziness in the workplace, regular training programs will create employee re-evaluation and skills, and training and development will affect company culture. by placing a focus on planning (Bassey, Bassey, & Asuquo, 2019). When employees are trained, it improves their skills and work experience and builds confidence in their skills, which will improve their performance and enable them to work more efficiently and effectively (Abdulahi & Aykan, 2016). When a company has a formal training program for employees, it helps them to learn in a consistent and orderly manner. It also prevents employees from learning by trial and error. When the organization's staff is constantly trained, it improves their job skills and enables them to work more efficiently and productively, and customers will feel the impact of this. top service and will enhance their corporate vision (Lin & Taylor, 2017).

## 1.1. Conclusion

The quality of customer service is one of the important aspects of achieving several benefits for organizations operating in the government sector. It was found through the study that customers deserve the quality of government services as it is an acquired right for them, and this is what has been linked to

the performance of the organization that can achieve quality in customer service through the consideration of its importance and impact on the organizational performance

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