

Optimizing service quality through resource efficiency: an analysis of some strategies for service enterprises

*Nurali Arabov*¹, *Sergey Yekimov*^{2*}, *Roman Oleksenko*³, *Yevhen Sobol*³, *Andrii Vasylenko*⁴, *Dilmurod Nasimov*⁵, *Zokir Artikov*⁶, *Bakhit Ismailov*⁷, and *Shakhriyor Kholbayev*⁵

¹Samarkand State University named after Sharof Rashidov, 15, Universitetskiy Avenue, Samarkand, 140104, Uzbekistan

²Czech University of Life Sciences Prague, Department of Trade and Finance, Faculty of Economics and Management, Kamycka 129, 16500, Praha - Suchdol, Czech Republic

³Volodymyr Vynnychenko Central Ukrainian State University, Kropyvnytskyi, Ukraine

⁴Kyiv National Economic University named after Vadym Hetman, Ukraine

⁵Academy of Public Administration, 45, Islam Karimov Street, Tashkent, 100066, Uzbekistan

⁶Samarkand Institute of Economics and Service, 9, Amir Temur Street, Samarkand, 140100, Uzbekistan

⁷Karakalpak State University named after Berdakh, 1, Akademika Ch. Abdirova Street, Nukus, 230112, Uzbekistan

Abstract. The research article explores the determinants that boost labor productivity in service companies while concurrently improving the quality of services provided to customers. The overarching objective is to secure a competitive advantage for service enterprises by optimizing their labor resources and a consequential elevation in service quality. By delving into these factors, the article aims to provide insights into the strategies employed to refine service delivery and improve the overall quality of services the enterprise offers.

1 Introduction

Adopting a novel strategy to enhance competitiveness in service enterprises is crucial. Developing new competitive advantages that broaden their specialization and diversify service offerings is essential. This involves swiftly integrating innovative technologies and contemporary scientific breakthroughs into the service sector. Optimizing service processes in this manner is a pressing priority for improving service quality in the industry.

This research delves into the intricate dynamics of labor capacity augmentation and the concurrent enhancement of service quality within service enterprises. The primary objective is to empower service enterprises with a competitive advantage achieved through the strategic optimization of labor resources, leading to a consequential elevation in service quality. By thoroughly examining these factors, the research aims to unearth valuable insights into practical strategies for refining service delivery, ultimately contributing to an

* Corresponding author: rusnauka@email.cz

overarching improvement in the quality of services these enterprises offer. Keywords highlighting critical facets of the study include service economy, labor potential, service quality, competitive advantage, service process, and consumers.

2 Literature review

The research finds the need for more attention to improving service quality through the efficient allocation of resources in service enterprises within the existing economic research.

Ch.Lovelock has made substantial contributions to the field of service marketing. He provided insights into the strategic aspects of service delivery [1]. The SERVQUAL model developed by Zeithaml, Parasuraman, and Berry [2] focuses on measuring service quality. Exploring their work can provide a framework for understanding and assessing service quality. L.Berry's research is valuable, particularly in service marketing and quality. He offered great perspectives on enhancing service quality. Notably, G.A. Avanesova's [3] work on service activities, entrepreneurship, and management offers an understanding of the service sector. While providing valuable insights, this work primarily focuses on the historical and practical aspects. N.Sh.Vatolkina [4] analyzes service quality assessment methods and contributes to understanding various approaches to evaluating service quality. Other researchers, such as A.P. Erofeeva [5], Haksever C, and Render B. [6], have contributed significantly to the field through scientific literature centered around the economics of the service sector. Klochko, E.N. [5] studied cases of modernization of service enterprises for the purpose of increasing the quality. Many research results consider employee training questions as [6], [7]. The authors [8] also studied ways to improve the service sector by increasing the efficiency of PPP.

Despite their valuable contributions, these works have yet to extensively study the specific domain of augmenting service quality through the effective deployment of resources in service enterprises. This research aims to bridge this gap by providing a comprehensive exploration of strategies for improving service quality based on resource efficiency, offering novel insights into this facet of service economics [9-16].

3 Analysis and results

The contemporary socio-economic development of nations significantly differs from previous eras in both nature and substance. Modern economic growth necessitates updated, conceptual frameworks within global economics. Notably, service economy activities have received more extensive research attention compared to industrial activities. This focus is due to the socially oriented nature of the service economy, which prioritizes the population's standard and quality of life.

Enhancing the quality of resources within service enterprises boosts labor productivity and improves service quality by refining service processes. Competence embodies the collective qualitative attributes of resources, facilitating the activation and practical application of the human factor by realizing the potential capabilities of individual workers. Consequently, there is a strong emphasis on enhancing service quality by increasing labor productivity within service enterprises.

Service enterprise competitiveness is gauged by their advantage over similar offerings from other providers, based on quality and price. Various factors contribute to the competitive edge of service enterprises, which can be categorized into two groups: the development level of national companies and the quality of the macroeconomic business environment.

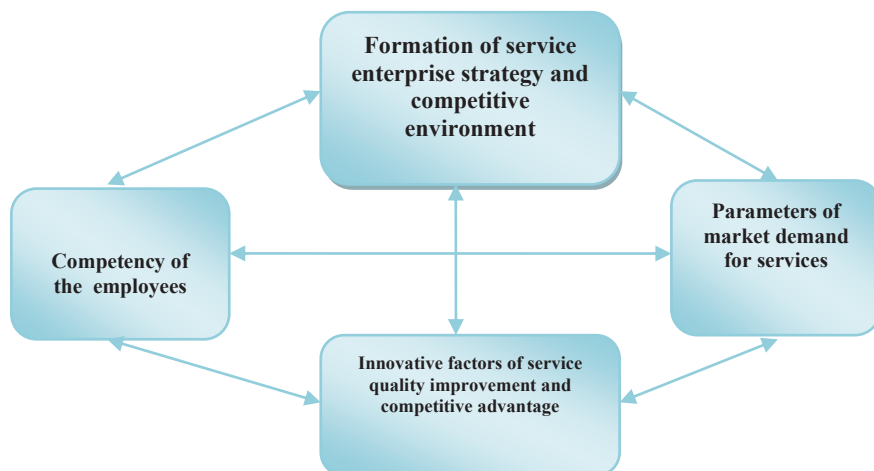


Fig. 1: Essential Elements Comprising the Competitive Advantage in Service Enterprises

Reports from participants at the annual World Economic Forum in Davos, Switzerland, highlight that firm-level competitiveness is influenced by four key factors: resources (availability, size, and quality for initiating production within the country), external competition, demand, and inter-industry relations.

This definition can be similarly applied to the competitiveness of service enterprises. A crucial factor for enhancing competitiveness in an innovatively developing economy is improving service efficiency in these enterprises. This improvement primarily hinges on enhancing the quality of consumer services by effectively utilizing existing labor resources. Consumer satisfaction with services is contingent upon the quality, implementation, and overall effectiveness of these services.

Service quality involves meeting specific and anticipated consumer needs and demands, encompassing a comprehensive set of service provision contract specifications.

We suggest that the strategies for the optimization of the service quality should be as follows:

- identification of the best practices for resource allocation that allow for improvement in the quality of services;
- analysis of specific technologies (e.g., AI, automation) and their contribution to resource optimization and enhanced service delivery;
- identification of specific training modules by the needs of the employees that result in improved performance and mutual interactions;
- customer-centric strategies in the allocation of resources;
- establishment of a framework for monitoring of service quality;
- identification of typical challenges faced by service enterprises in optimizing resources, etc.

The quality of services is defined by their consumer characteristics, which are more complex than those of material goods. This complexity arises because consumers often participate in the service provision process and not just consume the end results. Unlike material goods, which are designed for standardized conditions, services are typically

tailored to individual consumer needs. In the service industry, these characteristics manifest objectively in both delivery and consumption.

Various factors influence service quality, including employee performance, qualifications, professional skills, the service enterprise's location, work schedule, availability of modern equipment and technologies, and the overall level of equipment.

To enhance service quality and efficiency, it is crucial to:

- Diversify services,
- Fully consider consumer needs,
- Eliminate adverse situations,
- Increase the social importance of services,
- Foster entrepreneurship within the service sector.

These steps contribute to the development of the service sector infrastructure.

Key elements in organizing the service process include:

- Operational and functional labor division within enterprise departments,
- Ensuring social and economic compatibility of workplaces,
- Developing and improving service standards,
- Creating optimal working conditions,
- Selecting, training, and professionally developing employees,
- Enhancing material labor incentives,
- Fostering high professional skills and cultural standards in service provision,
- Maintaining discipline during service delivery.

Staffing in service enterprises is based on developing a quality structure. This involves analyzing personnel quality indicators and determining the necessary number of staff based on quality criteria. This analysis helps anticipate both the quantitative and qualitative needs of personnel, guiding measures such as selection, recruitment, training, adaptation, placement, and dismissal. A robust training program is essential for personnel development.

In an innovatively developing economy, the primary goal of organizational development in service enterprises is to enhance company capabilities and achieve interrelated economic objectives: improving competitive service quality and effective employee selection.

Service quality is determined by specific criteria and indicators, including:

- Effectiveness and efficiency of services provided,
- Enhanced employee competence,
- Consumer satisfaction,
- Reduced service delivery times and increased enterprise profitability,
- Improved quality control methods.

Service quality indicators are applicable in:

- Defining similar service groups, processes, activities, and quality management indicators in standards and technical procedures,
- Developing rules for measuring and controlling service parameters,
- Creating guidelines for packaging, loading, unloading, and storing service results,
- Formulating operational and advertising procedures for the service process.

4 Conclusions

Criteria and indicators representing the quality of services in service enterprises are determined by their consumption characteristics. Accordingly, in the service sector, the requirements for ensuring the effectiveness of services, increasing the competence of employees, fully meeting the needs of consumers, shortening the period of services provided, improving quality control methods, and the classification of indicators in the

areas of specific description, safety of services, reliability of service results, and competence of employees were developed.

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