

наук.-практ. конф. за міжнар. участю, присвяч. 100-річчю держ. служби в Україні (Київ, 25 трав. 2018 р.) : у 5 т. / за заг. ред. В. С. Куйбіди, М. М. Білинської, О. М. Петрос. Київ : НАДУ, 2018. Т. 1. 120 с. (С. 19–20).

4. Про громадські об'єднання : Закон України від 22 березня 2012 р. № 4572-VI. URL : <http://zakon4.rada.gov.ua/laws/show/4572-17> (Текст документа від 28.04.2020)

5. Про звернення громадян : Закон України від 02 жовтня 1996 р. № 393/96-ВР. URL: <https://zakon.rada.gov.ua/laws/show/393/96-%D0%B2%D1%80#Text> (Редакція станом на 01.01.2020).

**Krasnokutska Iu.**, Ph.D. in Economics, associate professor,  
O. M. Beketov National University of Urban Economy in Kharkiv

## **THE EVALUATION OF SERVICE QUALITY: SERVICE PERCEPTION PROBLEMS**

Unlike products, which are tangible, services are usually intangible. A service is not a physical good; rather, it is the performance of an act or a deed. This performance often requires consumers to be present during the production or delivery of the service. Service industries, including hospitality and tourism, are actually selling consumers an experience.

Services have been defined to “include all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness, comfort or health) that are essentially intangible concerns of its first purchaser” [1].

The service quality process is the product of the expectations and perceptions of a firm's management, its employees, and the customers it serves.

Whenever there are differences in expectations or perceptions between the people involved in the delivery and the consumption of services, a potential for a gap in service quality exists. Firms should diagnose any service quality gaps because there is a direct relationship between service quality and customer satisfaction. Simply stated, when customers are satisfied, they are much more likely to purchase from the service provider again. Over time, if they remain satisfied, they become loyal customers. The service gap is the final gap that exists when there is a difference between customers' expectations of a service and their perceptions of the actual service once it is consumed.

When this difference occurs, it is the result of one or more gaps that occur earlier in the service quality process.

The first potential gap is referred to as the knowledge gap, which occurs when management's perception of what consumers expect is different from the consumers' actual expectations. This gap may lead to other gaps in the service quality process, and it is usually the result of a failure in the firm's research program or organizational structure. Firms need to obtain feedback from customers and employees that can be used to design services that will appeal to customers. If the current service offering is

not satisfying customers, then the firm should know from its customer surveys or because its employees are willing, and able, to provide valuable information that they obtain from customers, either voluntarily or involuntarily.

The second potential gap is referred to as the standards gap, which refers to the discrepancy that can occur between management's perception of what customers expect and how the service delivery process is designed to meet those expectations. Management establishes the specifications to provide the desired service at the desired level of quality. Therefore, even if management remains accurate in its perception of customer expectations, a gap could still exist in service because the delivery process does not accomplish the goals of the firm. For example, management may have correctly determined the amount of time that customers are willing to wait to check in to a hotel, but they may not schedule enough front desk clerks to meet the customers' expectations.

This could result from a lack of commitment on the part of management or the result of management trying to reduce the firm's operating costs. One of the techniques used by management is to develop a service blueprint — a flow chart that details the delivery process, including the points of contact with customers. This will help to uncover any shortcomings in the delivery process that may lead to a gap in service quality. Management should document each step in the process to identify areas for improvement.

The third potential gap is referred to as the delivery gap, which occurs when there is a difference between the service delivery specifications and the actual service delivery. Management may have correctly assessed customer expectations and developed specifications that will meet these expectations, but employees may not deliver the service properly. For example, a restaurant may specify that wait staff should approach customers within two minutes of seating. However, the wait staff may stand around discussing their plans for later in the evening and ignoring the specifications. Firms must find ways to create an atmosphere for employees that ensures their willingness to perform the job tasks as desired by management. Employee selection and training are critical in this process, as are the rewards and recognition provided for good performance.

The fourth potential gap is referred to as the communications gap, which occurs when there is a difference between the service delivered and the service promised through the firm's external communications with customers.

Many firms tend to promise more than they can deliver in an attempt to persuade customers. For instance, advertisements for hospitality and tourism firms lead customers to believe that in the event of a problem or mishap the firms will do whatever they can to satisfy customers. Making promises to consumers that cannot be delivered is a big mistake that service providers often make. It results in service performance levels that are below consumer expectations, leading to dissatisfaction. Each individual consumer makes purchase decisions and has established, based on past experiences, a set of expectations for the performance of a product or service.

Anyone who travels on a regular basis can provide stories related to experiences with airlines, hotels, and restaurants. Ironically, firms that advertise 100 percent

satisfaction guarantees are banking on the fact that most customers will not complain or force the issue. In other cases, firms simply neglect to inform customers about procedures or policies that would affect their expectations.

For example, a good waitress will make sure that customers know that a dish is spicy or that a certain entrée will take longer to properly prepare, so that customers can make informed decisions and are less likely to become dissatisfied, because the actual performance will more closely match consumer expectations.

If any of the first four gaps occur, then the service gap will occur because the actual service will not meet the customer's expectations. Comment cards and basic surveys will often uncover a service gap, but they may lack the detail needed to evaluate the other potential gaps. Therefore, firms should have a mechanism in place to obtain feedback from customers and employees that can be used to examine the entire service quality process. If services do not meet customers' expectations of quality, then the customers become dissatisfied and will likely not return. Also, they will convey these negative experiences to their friends and colleagues.

## REFERENCES

1. James Brian Quinn, Jordan J. Baruch, and Penny Cushman Pacquette, "Technology in Services," *Scientific American* 257, 6 (December 2007): 50–58.
2. Christopher H. Lovelock and Lauren Wright, *Principles of Service Marketing and Management*, first edition (Englewood Cliffs, NJ: Prentice-Hall, 1999), pp. 7–14.
3. Douglas Hoffman and John E. G. Bateson, *Essentials of Services Marketing* (Fort Worth, TX: Dryden Press, 1997).
4. A. Parasuraman, Valerie Zeithaml, and Leonard Berry, "A Conceptual Model of Service Quality and Its Implications for Service Quality Research," *Journal of Marketing* 49 (fall 2005): 41–50.
5. Mission statement card, The Greenbrier, White Sulphur Springs, WV, 2004.
6. Leonard L. Berry and A. Parasuraman, *Marketing Services: Competing Through Quality* (New York: The Free Press, 2011), p. 133.
7. William B. Martin, *Quality Service: The Restaurant Manager's Bible* (Ithaca, NY: Cornell University, 2006).

**Кудрявцев О. Ю.**, кандидат політичних наук, доцент,  
*Харківський національний університет міського господарства  
імені О.М. Бекетова, Україна*

## ІСТОРИЧНА КОНТЕКСТ-ЗАЛЕЖНІСТЬ ЯВИЩА ЛЕГІТИМНОСТІ СУБ'ЄКТА ВОЛОДАРЮВАННЯ

Історично терміни «легітимний» та «нелегітимний», у контексті традиційного способу легітимації влади були пов'язані з походженням правонаступника престолу, підтвердженням його традиційного права отримати корону. Джерела традиційного способу легітимації влади ми можемо виявити у концепціях власності та володарювання. Традиційна легітимність та легітимація