

THE INFLUENCE OF SERVICE QUALITY MANAGEMENT, ORGANIZATIONAL CULTURE, AND ORGANIZATIONAL RESILIENCE ON UNIVERSITY PERFORMANCE IN CHINA

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ABSTRACT

In recent years, China's higher education system has undergone significant institutional shifts. After their graduation, the students will mainly select their own jobs under the guidance of the state policy. Reforms in examinations and the recruitment of HEIs will help HEIs select talents and expand the autonomy of schooling. An increasing number of businesses are beginning to place a greater emphasis on customer service. Service culture is a mindset that adds to brand identity and serves as a decision-making basis for daily operations. A company's organizational culture should encourage all employees to participate in the innovation process. Higher education institutions are dependent on their management strategy for identifying, categorizing, analyzing, and reacting to effective approaches to problems. Quality management has a significant influence on the institution's goals, purpose, and vision. Maintaining a healthy organizational culture is critical to the success of any business. Businesses that want to survive need to be able to demonstrate adaptability, promptness to market, an initiative with new products, and cost-effectiveness. They need an organizational culture that can adapt to these changes. The degree to which an organization is resilient in the face of shocks is strongly associated with the quality of its leadership, social networks, and culture at the governance level. Modernization will have an impact on the fundamental capabilities of organizations in addition to their status in the market. Organizational resilience may be dependent on the development of new organizational routines and procedures. Resilience as an organizational capability can rely on new organizational routines and processes. The application of technologies such as information systems will benefit from the presence of resilient organizations. Resiliency is a quality that organizations possess that enables them to respond effectively to adversity, such as the COVID-19 pandemic. Managing performance is a collaborative effort that includes planning, monitoring, developing, grading, and rewarding. Performance includes aspects such as work quality and quantity, as well as occupational knowledge and relationships. The efficiency of an organization's staff bears a direct correlation to that organization's level of achievement.

Keywords: Quality management, Managing performance, Organizational culture, Organizational resilience

INTRODUCTION

In recent years, China's higher education system has undergone significant institutional shifts. Funding for higher education institutions has become more dependent on the private sector and student tuition fees. Higher education institutions have attracted a rising number of the world's preeminent experts. However, the growth of higher education has experienced a number of obstacles, including unequal opportunities and job problems for college graduates. After many years of hard work, the structural reform of higher education has yielded encouraging results. The old system under which the state undertook the establishment of all HEIs has been broken in the field of education provision reform. Simultaneously, the government streamlines its administration and delegated more power to HEIs (Jin Jiang, 2017; Yousapronpaiboon, 2014). After their graduation, the students will mainly select their own jobs under the guidance of the state policy. Furthermore, the MOE is reforming examinations and the recruitment of HEIs. This will help HEIs select talents and expand the autonomy of schooling (Abdullateef, 2000; Cambridge-MIT Institute 2005; Mayer, 2003; Poyago-Theotoky and others 2002).

It will also aid secondary schools in the implementation of comprehensive, quality-oriented curricula. In order to sustain client loyalty and bring in new consumers, businesses need to provide a level of service that is up to the standards set by their existing customer base. The term "service quality" refers to the total image that a customer has of a company, which takes into account both services and products. An increasing number of businesses are beginning to place a greater emphasis on customer service. Customer service is one of the aspects that can be modified with the greatest degree of precision. Teamwork, knowledge sharing, innovation, and experience are all things that may be successfully fostered by the culture of a business. A company's organizational culture should encourage all employees to participate in the innovation process. Resilience is an organization's reaction to devastation, which prioritizes recovery in unpredictable, discontinuous, and emergency situations. High-resilience organizations can adapt quickly and form new capacities while facing extreme changes. In a continuously changing economic environment, organizations must build a competitive advantage (Haffar, Al-Karaghoul, Djebarni, and Gbadamosi (2019).

Companies that survive are adaptable, fast to market, innovative, and cost-effective. Firms must align their culture with external variables like consumers, rivals, and interested parties. Four models assess an organization's culture (Hofstede, 2011). Service culture is a mindset that adds to brand identity and serves as a decision-making basis for daily operations. A service culture sets the tone for personnel to naturally make the correct judgments, pick an acceptable language, and take the best action by describing.

LITERATURE & THEORY

1. Concept and Theories of Quality Management

Total Quality Management has been defined as a management philosophy and style of thinking that has assisted higher education institutions in their pursuit of excellence in education delivery. Total Quality Management leads to the development of a culture of trust, participation, cooperation, quality-mindedness, desire for continuous improvement, constant

learning, and, ultimately, a working culture. Higher education institutions (HEIs) are dependent on their management strategy for identifying, categorizing, analyzing, and reacting to effective approaches to problems. Quality management has a significant influence on the institution's goals, purpose, and vision, and it adds value by improving quality and ensuring growth. Obstacles to successful quality management adoption include: 1) Quality control cannot be done overnight; 2) Frameworks based on awards-based frameworks can be utilized as recommendations for implementation; and 3) Respect for employees' thoughts, opinions, and suggestions; and 4) Employee participation principle (Black and Porter, 1996; Oakland, 1995; Ghobadian & Woo, 1996)

Service quality in higher education is defined as the difference between what a student expects to receive and their perceptions of the actual delivery. The level of service quality will determine the number of students that will enroll in the particular institution. Academics, teaching, research, administration and staff, sports and extracurricular activities, and the overall environment can all be measured in terms of this dimension (Chen, 2016; Tahir et al., 2010). The journey to find the best measurement tool for education field still goes on. Quality of higher education is an essential factor in determining not only the country's progress in the fields of science and technology but also its rate of economic expansion (Abdullah, 2006; Annamdevula & Bellamkonda, 2016a; Chen, 2016; Senthilkumar & Arulraj, 2011).

Since each stakeholder in the higher education field is unique, it is impossible to use the same measurement for every stakeholder. In today's competitive business environment, providing high-quality service is the key to staying ahead. Maintaining a healthy organizational culture is critical to the success of any business. The attitudes, values, job happiness, and work collaboration of the people of an organization are all influenced by the culture of the organization. In an economic climate that is in a perpetual state of flux, it is obvious that businesses will face more competition (Venkateswar Meher and Rajashree Baral, 2019).

2. Concept of Organizational Culture

Businesses that want to survive need to be able to demonstrate adaptability, promptness to market, an initiative with new products, and cost-effectiveness. They need an organizational culture that can adapt to these changes. A total of four distinct models were utilized in the investigation of an organization's culture. Culture is understood to be the programming of the mind that makes it possible to categorize different kinds of individuals in a variety of ways. The culture of a company has the potential to successfully develop things like teamwork, the exchange of information, innovation, and experience (Schein, 1992: 12; Robbins, and DeCenzo, 2004: 159; (Buytendijk, 2009: 24)).

Adhocracy culture involves an entrepreneurial notion and creativity in work. Hierarchy culture is exceptionally attainable when the organization grows larger. Market culture is an organizational culture attentive to the work outcome (Hofstede, 2011; Buytendijk, 2009). An organization may include all four culture types to a certain degree, which are changeable through the organizational life cycle. The key to an organization's sustained success over the course of its existence is to prioritize growth and the pursuit of new sources of funding and other resources. The unique characteristics of the organization, in conjunction with continued research and development of forward-thinking products and services, will be the primary factors that decide the level of success (Cameron and Quinn, 1999).

3. Concept of Organizational Resilience

The concept of organizational resilience is a more recent development in the field of organizational theory. It draws on both coping theory and contingency theory for its insights. The unpredictability of crisis events adds another layer of complexity to the empirical study, which is already complicated by the paucity of samples. There is no universal agreement on the best way to evaluate the resilience of organizations. Researchers have drawn the conclusion that the context in which an organization operates has a role in its level of resilience.

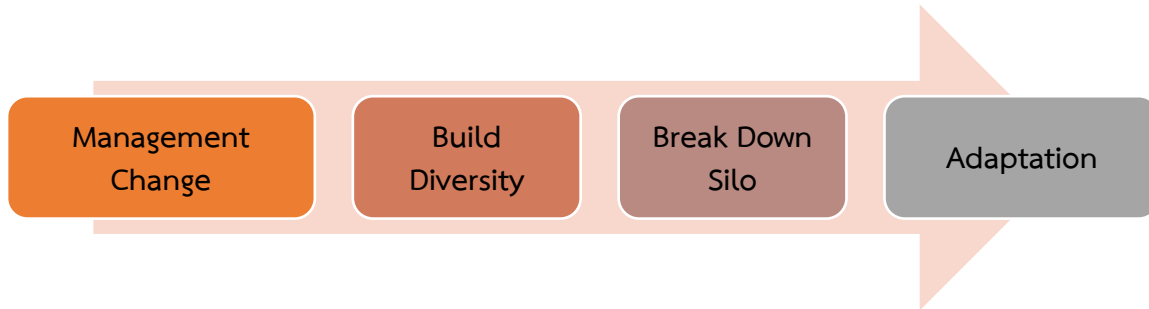
Utilize the organizational resilience theory in order to assist companies and other organizations in overcoming challenges. The Conceptual Model of Organizational Resilience and Its Implications for Future Research (Lei XIAOa and Huan CAO, 2017) This model takes into consideration a wide variety of facts relating to the constituent parts, linkages, and operations that are at play here. The degree to which an organization is resilient in the face of shocks is strongly associated with the quality of its leadership, social networks, and culture at the governance level. The purpose of this study is to investigate the internal and external performance-related factors that impact the resilience of organizations.

Modernization will have an impact on the fundamental capabilities of organizations in addition to their status in the market. Organizational resilience may be dependent on the development of new organizational routines and procedures. The existence of strong companies will make it simpler to utilize a broad range of technical systems. An organization is able to retain a stronger ability to cope with and adapt to rapid changes in its environment when organization-level coordination and integration of the company's major human resource elements occurs. This demonstrates an even greater level of organizational resilience than what has been demonstrated in the past.

An organization is able to maintain a higher ability to cope with and adapt to sudden changes in its environment when its key human resource elements are coordinated and integrated at the organizational level. At the level of governance, social networks, culture, and leadership all play key roles in an organization's ability to withstand disruptions. Resilience as an organizational capability can rely on new organizational routines and processes. The application of technologies such as information systems will benefit from the presence of resilient organizations. Organizations that operate in diverse industries confront a variety of unique issues when it comes to resiliency.

Resilient organizations have a plan in place for swiftly getting back on their feet after an interruption. In the face of adversity, resilient organizations may adapt and demonstrate stability, allowing them to maintain operations. Resiliency results from the creation, invention, and discovery of uncharted markets. Resiliency is a quality that organizations possess that enables them to respond effectively to adversity, such as the COVID-19 pandemic, by being well-prepared, having dynamic plans, and acting in a proactive manner. Building resilience within an organization may be accomplished through the provision of specialized training that provides staff with the psychological capital required to be resilient under challenging circumstances (Woods & Hollnagel, 2006; Gittell, Cameron, Lim, & Rivas, 2006).

Figure 1: Factors contribute significantly to the development



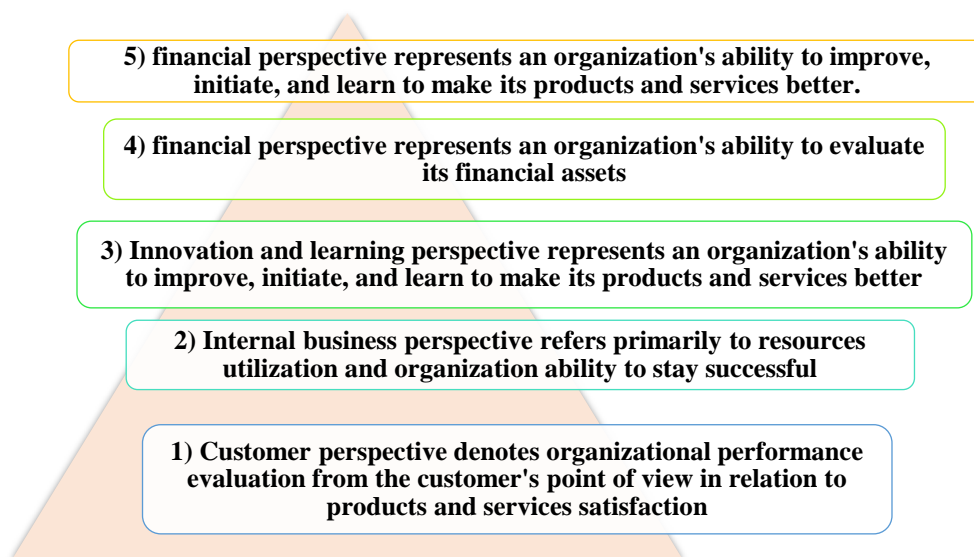
4. Concept of Organizational Performance

Performance in an organization can only be achieved when there is a harmonious match between various aspects of the organization. An organization that has a structure that is flexible enough to adapt to a variety of circumstances will prosper in comparison to other companies that are unable to adapt. The application of the principle of situational consistency shouldn't be restricted to the organizational structure alone. Managing performance is a collaborative effort that includes planning, monitoring, developing, grading, and rewarding. Performance includes aspects such as work quality and quantity, as well as occupational knowledge and relationships.

Managing performance is a planned process whose main components are agreement, measurement, support, feedback, and positive reinforcement. According to Isaac, Abdullah, Ramayah, and Mutahar (2017), the vast majority of workers agree that integrating the Internet into their jobs led to improved performance. When an employee is productive, they are able to achieve deadlines, bring in income, and positively promote the brand. The efficiency of an organization's staff bears a direct correlation to that organization's level of achievement. There is no one maxim that can be applied to employee performance.

The following is a list of the four components that make up an organization's performance: (Dess, Lumpkin and Eisner, 2005)

Figure 2: A list of the four components that make up an organization's performance



Using the Business Scorecard (BSC) to evaluate an organization appears to be most suited for major companies that have a well-defined management structure and staff skilled in business administration. Talent management has become the most important managerial value in our extremely dynamic and unpredictable market environment of the twenty-first century Rantanen, Kulmala, Longvist, and Kujansivu (2007: 415-417). An organization is in charge of a variety of tasks, including the evaluation of employees' work, the establishment of goals for employees, and the receipt of feedback from customers. Nevertheless, organizational performance involves the processes of creating organizational objectives, monitoring progress toward the goals, and making improvements to improve the organization's ability to achieve those objectives (Mohand Tuffaha, 2020).

The evaluation of organizational performance is different depending on the factors that are used for measurement. Factors include inputs, outputs, emphasis on the period of assessment such as outcome taken from either during or after the operation (Kreitner and Kinicki, 2004, Nelson and Economy, 2005, Lewis et al., 2007, Coşkun and Dulkadirolu, 2009: 89, Aiyetan and Oltuah, 2006; Edmund and Nilsson, 2007; Malekia, 2009; and Akah, 2010) (Kreitner and Kinicki, 2004, Nelson and Economy, 2005). The appropriateness of some criteria, such as enough resources, are critical in determining the nature of these discrepancies (Jenatabadi, 2015).

5. Concept of China's higher education

In the latter part of the 20th century, China experienced a rapid expansion of its higher education system. Problems with quality have arisen as a result of the fast increase in population. In order to combat the globalization of higher education, we need to step up our efforts in the areas of reform and innovation. The mode of recognition and evaluation that is dominated by national government institutions devolves power to local and non-governmental professional organizations. Decentralized management education is available throughout Australia.

A nation's knowledge, growth of its human resources, and social power are all directly correlated to the quality of its higher education system. The term "quality" became synonymous with quality assurance procedures, which alienated lecturers and added a new layer of coercive bureaucracy. Performance management is the most fundamental managerial value in the 21st century. What we mean by innovation performance is the ability to transform inputs into outputs, as well as innovation capabilities and effort, into market implementation. Post-secondary education is defined as studies that lead to the awarding of a degree or certificate.

Putting the focus on the customer encourages student autonomy and choice. The enjoyment of the client, the maintenance of standards, accountability, credibility, prestige, and status are all vital to providing great service. The educational system should be adjusted to meet the needs of students from diverse professional backgrounds. Education can be customized, and giving kids a customized education is a great way to foster creativity and entrepreneurship. The degree to which individuals are able to innovate and be creative as a direct result of the education they receive will have an effect on education and the economy.

In order to successfully finish the modernization of the education system in China by the year 2035, there has to be a greater degree of educational development among the general population. This transition is essential not only on a more humane and socialist political and

ethical level but also on a practical one due to the ever-increasing global competition. The educational policy of the Communist Party of China stresses the all-around development of individuals, places a large focus on morality, and sets moral education at the forefront of educational priorities. Higher education in China has to get off the ground, start integrating with the world, and prioritize the here and now while keeping an eye on the future. Students who participate in disruptive online activities will be withdrawn from their classrooms but will not be dismissed from the institution as a whole.

RELATED WORKS

The performance of an organization is a function of how smoothly it runs its operations and how well it competes in the market (Richard, 2013). The efficiency of business processes, the productivity of employees, and the alignment among business functions all play a role in an organization's performance (Smith, 2019). The People element of service quality facilitates interactions between the aforementioned service quality dimension and customer happiness. Our theoretical framework will investigate how service quality affects consumer happiness. The purpose of this study is to validate the higher education service quality (HESQUAL) scale using a confirmatory approach.

The People element of service quality facilitates interactions between the aforementioned service quality dimension and customer happiness. Our theoretical framework will investigate how service quality affects consumer happiness. Our theoretical approach is based on Khan & Fasih (2014), who claim that empathy, certainty, and reliability most affect consumer satisfaction. According to Kaura et al. (2012), individuals perceive empathy, certainty, and reliability in service quality.

Three Exogenous Latent Variables

1) Service quality management consists of four observable variables, i.e., Tangibility: physical facilities, equipment, and appearance of personnel. b. Reliability: the ability to perform the promised service dependably and accurately. c. Responsiveness: willingness to help customers and their ability to inspire trust and confidence. d. Empathy: the caring, individualized attention provides to customers. e. Assurance: knowledge and courtesy of employees and their ability to inspire trust and confidence.

2) Organizational culture includes four observable variables, i.e. (1) adhocracy culture, (2) clan culture, (3) hierarchy culture, and (4) market culture.

3) Organizational resilience comprises four observable variables, i.e. (1) Integration and coordination (2) Developing a culture (3) the organization's healthy behavior. (4) Increasing its adaptability (5) changing management skills.

This study confirms the higher education service quality (HESQUAL) scale and tests an enhanced structural model that predicts student loyalty. Technical service quality, image, and perceived value affect student happiness, but not functional service quality. Both aspects of service quality predict image and value (Teeroovengadam, 2019; Ehigie C. Johnson Jesse S. Karlay, 2018; Khan & Fasih, 2014; Naidoo, 2014; Kaura, et al., 2012). When employees of a company are familiar with the culture of the company, they are better able to comprehend both the organization's past and its present modes of operation. The goals of this essay are to investigate Schein's theory of organizational culture, the Denison organization culture model,

and the theory of organizational excellence. Resilient leadership and organizational culture play significant roles in mediating the model used in this research (Kotter, 2012; Schein, 2010; Njugi and Agusioma, 2014; Walid El Leithy, 2017; Akpa, Victoria O., 2 Asikhia, Olalekan U., 3 Nneji, Ngozi Evangeline, 2021). Resilience should be continuously applied both operationally and strategically in order to maintain the sustainability of the company. The limitations of this study are the small sample size and lack of rigor (Suryaningtyas D., Brawijaya University, Malang Sudiro A., Brawijaya University, Malang Troena Eka A., Brawijaya University, Malang Irawanto Dodi W., Brawijaya University, Malang, 2019; Maria Júlia Eyng Werner, Ana Paula Louise Yamada, Enzo Gabriel Nascimento Domingos, Luciana Rosa Leite & Carla Roberta Pereira, 2021). An image is an impression, feeling, or conception that exists in the public about a company, an object, a person, or about an institution. Personality, reputation, values, and ethics all have an impact on the formation of a corporate image. The main goal is to create a positive image of the university so that it is better known and more accepted by the community (Widia Astuty, Fajar Pasaribu, 2021).

Based on the correlation of past research, the author summarizes the relationship of elements of organizational culture factors in service quality management and flexible organizations affecting performance, particularly in universities, where the relationship of these elements can be applied in the creation of a conceptual framework in research, particularly for service-type organizations such as educational institutions, the service industry, etc.

Figure 3: Relationship between service quality management, organizational culture, organizational resilience, and organizational performance



There are three visible aspects that make up an organization's performance: the first is its economic performance; the second is its process performance; and the third is its product performance. Financial performance may be measured in terms of earnings, returns on assets, sales volumes, market share, and shareholder return. The public's perception of a corporation is influenced by a number of factors, including its personality, reputation, values, and ethics. According to the research and theories mentioned above, service quality management,

organizational culture, and organizational resilience will be found to be crucial for success in service organizations. A culture capable of generating innovative ideas and adopting a service-oriented mindset necessitates a flexible management system in terms of innovation, management, service innovation, and technology utilization.

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