

The Relationship between Strategic HRM Practice with Service Quality (A Theoretical Review)

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ABSTRACT

28 The purpose of this paper is to discuss theoretical review about the relationship between strategic human resource management practice and service quality. Discussion of this approach is to do a literature study and review the results of previous research shown that the discussion of the strategic human resource management practices has a relationship to service quality but cannot be proven empirically yet. Strategic human resource management practices are reflected in indicators of job training, job opportunity, and job security. Services quality of government and private organizations are reflected in indicators of physical tangible, reliability, responsiveness, collateral trust (Assurances), and a sense of caring (empathy).

INTRODUCTION

The success of a company in achieving its objectives is highly dependent on the support infrastructure and service facilities are available. Therefore, facilities and infrastructure, will have an impact on the implementation of a service quality and achieving a good performance of the organization.

Service Quality is the survival of an organization's core services in this regard include organization. It is not to be overlooked what the demands of the revolution movement quality through integrated quality management approach, if a service organization wants to live and thrive, a service organization to always pay attention to the customer by providing the best service. The customers will be looking for a product in the form of goods or services of an organization that can provide the best service to him (Assauri, 2003). Subsequently, Raju and Lonial, (2002) asserted that service quality and marketing impact on hospital financial performance. Similarly with Harrington and Akehurst (1996); Gilbert and Guerrier (1997), argues that there is a positive correlation between service quality and organizational performance in the hospitality services industry. This opinion is supported by Hoque (2000a,b) that the hospitality service industry if you want to increase its performance should be more emphasis on service quality.

The first study was performed service quality by Parasuraman et al. (1985) using 10 dimensions of SERVQUAL measurement scale consisting of 97 items of questions. The ten dimensions are tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, definition/knowing the customer and access. Later research Parasuraman, A., Zeithaml, VA, Berry, LL (1988) of 10 dimensional scale is reduced to 5 (five) dimensions with 22 items comprising questions tangible dimension, reliability, responsiveness, assurance and empathy.

In line with the views of the Resource-Based View that for organizational competitive advantage in order to achieve high performance should be supported by the organization's resources, including: tangible assets (tangible assets) and intangible assets (intangible

assets). The intangible assets include assets of human resources. Potential human resource assets is becoming an interesting study for many theorists to achieve a competitive advantage for the organization of high performance. Lado, Agustin A., and Mary C. Wilson (1994) stated that the strategic management of human resources potential in creating a competitive advantage for the organization achieve high performance. Organizational competitive advantage in achieving high performance has been believed to be produced through the practices of strategic human resource management. Their studies have found a significant relationship between the systems and strategic human resource management practices with overall organizational performance.

Based on the explanation above, this paper will examine the relationship between strategic human resource management practices in improving service quality.

REVIEW OF LITERATURE

In the context of service quality can theoretically be influenced strategic human resource management practices. Nevertheless, there are still empirical disagreement. Chand, Mohinder (2010) in his research stated that the strategic human resource management practices can indirectly affect service quality, and organizational performance. Even the strategic human resource management practices can create customer oriented employee behavior and has a significant influence on service quality and customer satisfaction. However, not many empirical studies conducted in the context of influence of strategic human resource management practices and service quality from the perspective of the customer (Tsaur and Lin, 2004).

Chyn Kaliannan (2009), has conducted a study with regard to human resource management practices in the logistics service industry shows a different view. Although it has been carrying out properly as many as 25 activities of strategic human resource management practices, but can not change service quality of the employees of the logistics for the better.

Previous Research

Martinsons (2006), explains that the function of strategic human resource management contribute to the success of the organization by providing quite a lot of competent and motivated human resources, and facilitate the effective use of human resources. Organizations with knowledge-based systems is to assist the strategic human resource management functions provide high-quality output that results in increased customer satisfaction over. Knowledge-based systems provide strategic human resource management with a tremendous opportunity to improve effectiveness. Broderick and Boudreau in Martinsons (2006), describes how the knowledge-based systems technology enables the human resource scarcity can be overcome by working "smart".

Strategic Human Resource Management Practices and Quality Care

Efforts to improve service quality should be focused on, training, development, selection and compensation (Lovelock, 1985; Schneider, 1994; Chand and Katou, 2007). Furthermore, Ulrich et al. (1991), argues that the selection, recruitment, appraisal, promotion, awards and administrative practices can be used to improve the common mindset among employees and customers which leads to the organization attract customers and be competitive. That is, when employees are treated well by the practices of strategic human resource management, they can devote energy and resources to effectively provide services to maintain customer. Strategic human resource management practices and employee

perceptions significantly affect the customer's perception of service quality (Ameider, 1994). This is confirmed also that in the service industry, there is a positive relationship between strategic human resource practices and employee perceptions of customer service effectiveness assessment organization (Gilbert, 1991; Tornow and Wiley, 1991; Hoque, 2000a and b; Hung, 2006).

Chand (2010), in a study entitled: "The Impact of HRM Practices on Service Quality, Customer Satisfaction and performance in the Indian Hotel Industry". In this study of human resource management practices measured by indicators of recruitment and selection, manpower planning, job design, training and development, quality circles and the wage system. Quality of service is measured by indicators Tangibles, reliability, responsiveness, assurance, empathy and sensory, while customer satisfaction is measured by indicators of the level of customer satisfaction, customer perceived service, level of service means acceptance. For hotel performance indicators measured by profitability objectives comparison, average profitability, market share objectives, competitor market share, average sales growth, sales volume objectives, return on investment averages and overall assessment of your company's performance average. A conceptual model was developed with the four research hypotheses. Data were collected through a survey of as many as 52 hotels based in India. Respondents consisted of a group of 52 human resource managers and 260 employees (5 employees of the hotel, respectively) and 260 customers (5 from each). The research proves that the practice of human resource management has positive influence on improving service quality and customer satisfaction as well as the performance of the hotel. Further research is expected to provide strong support for the relationship between these variables, and provide useful information for the future needs of the hotel management.

In contrast, studies conducted Chyn and Kaliannan (2009), with regard to human resource management practices in the logistics services industry showed different results. The study is motivated by the major problems faced by the industry for logistic services to the poor quality of service of the driver in the service delivery of goods to the customer, in which case the driver turnover rate of employees high, low labor discipline and lack of collaboration organization / company. The study explains that the company has performed well are 25 activities of strategic human resource management practices, namely: workforce planning, recruitment, registration packet, induction, personal files, punch cards, payroll, job descriptions, performance appraisals, dialogue sessions, disciplinary action, compensation and benefit, dismissal, interviews, human resource policies, human resource development, public relations, uniform and safety shoes, communications, park, financial statements, health and safety, security, employee ID cards, sports and recreation, but can not change service quality of the driver of the logistics industry for the better. This means that strategic human resource management practices has done no impact on changes in service quality.

Definition of Strategic Human Resource Management

Comprehension Definition Human Resource Management and Strategic Human Resource Management is still relatively not uniform. The difference in approach to the Definition of human resource management human resource management strategic HRM that differences are more due to the problem of the "semantic" between the use of the term human resource management (HRM) and strategic human resource management (HRMS) are considered synonymous and are often used interchangeably (Kazmi and Ahmad (2001) in Malik, 2007).

HRM researchers showed high interest in strategic human resource management practices in the organization. Sometimes this is also called the "high-performance work

systems "(Appelbaum et al. 2000), high commitment HRM (Guest, 2001) or high involvement HRM (Wood, 1999). Strategic human resource management practices or bundles of HRM is a series of activities of strategic human resource management practices have the potential to improve organizational performance.

From some views on the activities of strategic human resource management practices in more and more application and interact synergistically to increase the competency of human resources organization will more easily succeed. A research note stating the importance of seeing the practices of strategic human resource management is to produce better organizational performance (Lawler, 2003).

Delery and Doty (1996), has described the three main approaches to strategic human resources, namely contingency and configuration as well as ` universalistic.

a. Contingency approach

According to contingency theory, it is difficult to accept that what works well in one organization may not necessarily run well on other organizations because of different possible strategies, culture, management style, technology or work practices are not appropriate. So the advice that is universal is very difficult to implement. Therefore Becker et al. (1997) in Armstrong (2003); Muafi, (2007; 2008) says that the organization ` high employment system is very unique and should be carefully tailored to each company's situation in order to achieve results optimal.

Thought about the suitability or strategic integration is sometimes described as a " fit model / alignment / fit / match ", which is the core of the concept of strategic HRM. Integration of strategic importance to provide compatibility between business strategy with human resource strategy so that human resources strategy to support the achievement of business strategies and of course useful to help define business strategy. The goal is to provide the strategic suitability and consistency between human resource management policies and business.

b. Configuration approach

While in theory configuration is laid holistic approach by looking at the ideal type and adopt a system that explicitly assume the deadline (Doty, Glick and Huber, 1993). By examining how the independent variables affect the pattern of the dependent variable. Wright and McMahan (1992) argue that HR practices will be more effective if there is a match with the corporate strategy and other elements (in Twomey, and Harris, 2000). Added that the approach configuration / holistic / unification according to Richardson and Thompson (1999) says that ` a success strategy revolves around the presence of the combination of vertical or horizontal and ` eksternal suitability or appropriateness of any internal`. This is a combination of usability configuration / pooling of human resources practices.

c. Best practice approach (universalistic)

The best practice approach is based on the belief that there is a set of best human resources practices and apply best HRM practices would lead to superior organizational performance. Seven best practices of human resources according to Pfeffer (1994) in Armstrong (2003) of successful organizations are: job security, selective hiring, team swawantara the management of high performance, high compensation depends on performance, training, reduction of status differences and division information.

Measurement of Strategic Human Resource Management Practice

Phelps (2004), suggests there are two opposing camps in the discourse of human resource measurement. The first argues that the human stronghold as *sumbyek* in the organization is not possible measurement. If it also could be measured was only caught the surface, while the essence behind all of that with the uniqueness of humans have not looked measurable. The second group, the view that human resources as a source of competitive advantage of the organization could have done through the measurement of a number of major human behavior in influencing the development of the level of organizational performance. The indicators are used to illustrate the effectiveness of strategic human resources within an organization.

The researchers and theorists argue that human resource assets can be a source of sustainable competitive advantage for the human assets has its own knowledge and social complexities that are difficult to imitate by competitors. This can be measured by means of practices of strategic human resource management which is expected to be a source of sustainable competitive advantage through organizational indicators: training, teamwork, office turnover, job design, teamwork, staffing and others. In addition, the indicators training, teamwork, job rotation, job design, decentralization, internal career, employment, security, participation, job descriptions, profit sharing, personal selection, information, sharing, promotion, assessment, incentive systems, high wages, grievance, procedure, labor (Pfeffer in Cho and Woods, 2006), and a common treatment, job analysis, human resource planning, recruitment, selection, motivation and employee orientation, performance evaluation and compensation, training and development, employee relations, safety and program employee health through preventive measures (Ivancevich, 1995).

Definition of Service Quality

Cronin and Taylor, (1992); Oliver, (1993); Zeithaml, Berry and Parasuraman, (1993) points out, the definition of service quality usually determine whether the perceived service meets, exceeds or fails to meet customer expectations. Czepiel (1990), defines quality as the waiter how good the customer perception of service meet or exceed their expectations of service quality are generally listed as critical prerequisites and determinants of competitiveness to establish and maintain satisfactory relationships with customers. Attention to service quality can make a different organization from other organizations and gain lasting competitive advantage.

Measurement of Service Quality Dimensions

Measurement of service quality was first introduced Parasuraman et al. (1985) using 10 measurement dimensions consisting of 97 question items. The ten dimensions are: tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, Definition / knowing the customer and access. But then the research Parasuraman et al., (1988) of 10 dimensions are reduced to 5 (five) dimensions with 22 items comprising the dimension questions: 1) tangible physical facilities that are offered to the consumer and communication materials; (2) reliability, the consistency of service performance and reliability of service; (3) responsiveness, namely the willingness to help customers and provide services quickly; (4) assurance that ability, skill, friendliness, confidence and security of the officers; (5) empathy the willingness to care, provide personal attention to customers, easy to perform and monitoring relation to consumer desires.

To measure customer satisfied or dissatisfied they must first feel of the product or the services. SERVQUAL only measure perceptions and expectations but do not look any further if the customer community health service users have been satisfied.

According to PP Menpan No. 81 of 1993 public service quality dimensions including: physical quality, reliability, responsive, communication, credibility, security, competence, politeness, and access, while Overveit, (2004). that quality health care should have at least three aspects of this include: (1) whether the customer aspect of health care services that meet the needs and expectations of the customer community. (2) aspects of the profession, namely whether health services meet the needs of the community / customers include the suitability of the provision of health care professions. (3) management aspect or aspects of the process that is the extent of the process of health care services using the resources of the most effective and efficient in meeting the needs of the community and hope customers, where as, Sower, Victor, Duffy, Kibourne, Koher, and John (2001) suggested in the questionnaire they developed specifically for hospitals, there is a 6 - dimensional measurement of service quality, namely: Respect and care, Effectiveness and Sustainability, Accuracy, Efficiency and Effectiveness Information dish.

CONCEPTUAL FRAMEWORK

Tsaur and Lin (2004), explains that the empirical study of previous research that links the concept of strategic human resource management practices with service quality is based on intuition, logic underlying the mediating variable must exist.

1 Relationship Model of Strategic Human Resource Management Practices and Service Quality

Service quality is the survival of an organization's core services. Revolutionary movement quality through an integrated approach to quality management asserts that if a service organization wants to live and thrive, a service organization to always pay attention to the customer by providing the best service. The customers will be looking for a product in the form of goods or services of an organization that can provide the best service to him (Assauri, 2003).

Ulrich, Halbrook, Meder, Stucchlik, and Thorpe (1991), argues that the selection, recruitment, appraisal, promotion, awards and administrative practices can be used to improve the common mindset among employees and customers which leads to the organization attract customers and be competitive. That is, when employees are treated well by the practices of strategic human resource management, they can devote energy and resources to effectively provide services to maintain customer. Strategic human resource management practices and employee perceptions significantly affect the customer's perception of service quality (Schneider, 1994). This is confirmed also that in the service industry, there is a positive relationship between strategic human resource practices and employee perceptions of customer service effectiveness assessment organization (Gilbert, 1991; Tornow and Wiley, 1991; Hoque, 2000a, b; Hung, 2006).

Based on the study of the theoretical or conceptual and empirical as a reference, then this pembahaasan trying to develop a conceptual model framework as shown in Figure 1 below.

Figure 1
Conceptual Framework Model



DISCUSSION

Relationships Strategic HRM Practices with Service Quality

Strategic human resource management practices affect service quality. Based on previous research result that strategic human resource management practices affect service quality, either directly or indirectly Lovelock (1985); Schneider (2004); Chand and Katou (2007) states that efforts to improve service quality should be focused on, training, development, selection and compensation. Furthermore, Ulrich, Halbrook, Meder, Stucchlik, and Thorpe (1991), argues that the selection, recruitment, appraisal, promotion, practice award and administration can be used to improve the mindset shared between employees and customers which leads to the organization attract customers and be competitive. That is, when employees are treated well by the practices of strategic human resource management, they can devote energy and resources to effectively provide services to maintain customer. Strategic human resource management practices and employee perceptions significantly affect the customer's perception of service quality (Schneider, 2004). This is confirmed also that in the service industry, there is a positive relationship between strategic human resource practices and employee perceptions of customer service effectiveness assessment organization (Gilbert, 1991; Tornow and Wiley, 1991; Hoque, 2000a and b; Hung, 2006).

Other research findings are the result of empirical studies Chyn and Kaliannan (2008) that the logistics service industry has implemented a well twenty-five activity practices of strategic human resource management is listed as the responsibility of the human resources department, but can not change service quality logistics employees become better. This means that the implementation of strategic human resource management practices do not affect service quality.

No significant effect among variables of strategic human resource management practices on service quality shows that the activity of both government and private organizations are still not performing well. Organizations must remain intensely conduct strategic human resource management practices well.

Strategic human resource management practices can work better in an effort to improve the quality of organization services, if the work is focused on the security indicator (job insecurity) in the form of desires and expectations of continuity of work which is reflected in safe working conditions, equal employment opportunities in accordance ability, retirement benefits are attractive, and consider the interests of medical staff and nursing personnel. In addition, job security (job insecurity) also include things like the lack of promotion opportunities, working conditions generally and long-term career opportunities (Borg and Elizur, 1992; Jacobson, 1991).

The importance of job security indicator (job insecurity) conducted by the because of the reality of the effects on a variety of work-related outcomes . If both governmental and private organizations to ensure safety at work , and what the desires or expectations of employees at work are met, it is expected to exert all his ability to produce a good quality service . Therefore , organizations in implementing strategic human resource management practices must be aligned between the conceptual perception of factual perception that occur within the organization.

The findings of previous studies stating that to achieve good services quality to both government and private organizations is not enough just to implement human resource management practices strategic well. Quality of care by utilizing other variables such as knowledge management as a mediating variable then the organization can identify and improve service quality those through a business approach to collecting, organizing , creating new knowledge , pass it to the organization , and utilize the knowledge in technology and new products organizationally.

Statement Tsaur and Lin (2004), that the practice of strategic human resource management do with service quality is based on intuition , then the required variables mediating between strategic human resource management practices with service quality. So that needs to be done in-depth discussion of other variables that mediates the relationship of strategic human resource practices with service quality.

31 CONCLUSION

Based on the discussion, it can be concluded as follows :

Strategic human resource management practices are well reflected in the form of job training (job training) , employment (job opportunity) , and job security (job insecurity) without the support of mediating variables can not improve service quality.

Services quality of government and private organizations are reflected in the form of physical (tangible), reliability (reliability), responsiveness (responsiveness), collateral trust (Assurances) , and a sense of caring (empathy) is not good , but the service quality can be improved either by through other variables such as knowledge management and others.

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