IMPACT OF PROCESS VISIBILITY AND WORK STRESS TO IMPROVE SERVICE QUALITY: EMPIRICAL EVIDENCE FROM DUBAI RETAIL INDUSTRY

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ABSTRACT

Service quality improvement is the biggest challenge faced by many organizations in the era of competition. Due to the advancement and customers' knowledge about product and services organizations are facing many challenges to satisfy them. In this research study we have discussed how service quality effected by process visibility and work stress. Qualitative study was conducted and over the phone interview approached helped us in collecting primary data. The results show that retail industry has become very modernized due to best utilization of technology and easy to access customers, but this brought challenges also.

Keywords: Process visibility, work stress, service quality, retail industry

1. INTRODUCTION

Retail industry has seen many changes since beginning. Due the advancement in technology and modern tools this industry has become very modern and utilizing more methods of facilitating customers effectively [1]. In this regard it is very important that what techniques are used by companies to make the operations smooth, effective, and speedy. Transparency in the operations is another biggest challenge faced by retailing industry [2]. It increases work stress if it is not managed adequately. Service quality is another important question which has become the challenge and shows the competitiveness of the organization because it is very difficult to manage service quality due to its intangibility nature [3].

Service quality is highly dependent on the process visibility and work stress [4]. If these two variables are adequately defined and implemented, then the quality of the services can be measured in more effective terms otherwise results will become drastic. Service industry is highly visible [5]. The operations in service industry are easy to see which have strong impact on overall quality. The same issues we have addressed in our research report and tried to conclude the service quality in retail industry because of work stress and process visibility [6].

2. THEORETICAL FRAMEWORK

In this section we have explained and built theoretical framework which is based upon three important variables that consist of this research.

2.1 Process Visibility

In retail industry, process visibility, additionally called process perceivability, is the capacity to see the procedures, exchanges and different exercises working precisely and totally inside an undertaking [7]. The principal objective is to empower perceivability into each business procedure, especially where there are issues of execution. Perceivability is basically a route for the business side to screen IT tasks and guarantee that IT usage are lined up with business objectives [8]. The process perceivability is significant with the end goal for associations to decide how well procedures are running, and whether they are conveying greatest incentive to the business [9]. As such, process perceivability can show whether

exchanges and different exercises are handling precisely, and it can likewise show whether procedures are predictable with key business objectives [10]. That information assists with improving business proficiency [11].

According to the definition provided by [7] Procedure Visibility gives perceivability into forms that run in the cloud, on-premises or in half and half conditions [12]. Without productive procedures, we commit errors, lose clients and bring about avoidable expenses [13]. Surprisingly more terrible, we can open ourselves to superfluous hazard if we neglect to agree to guidelines [14]. By and large, poor procedures are, best case scenario, a formula for average quality [15].

2.2 Work Stress

In service industry it is very important to address work stress [16] because the most reliable - and insufficient - intends to really get quicker is to work quicker. Why is completing it quicker so significant [17]. It's not what the vast majority think, so they can complete more. That mistakes Service Quality for action, or what I call schedule time and clock time [18]. Schedule time is to what extent it takes between the solicitation and the consummation. Clock time is how a lot of work went into completing it [19]. We have discussed work stress as an independent variable which has impact on improve service quality [20].

Work stress is a mental and physical state where employees going through the strain at workplace [16]. With approaching cutoff times, testing objectives and targets, and complex group elements, the work environment has become a significant stressor for most of representatives [21]. Obviously, constantly significant levels of worry in the work environment aren't useful for your representatives or your association all in all [22]. Be that as it may, when cutoff times should be met and objectives should be fulfilled, trying to wipe out worry in the working environment through and through is an unreasonable objective [23].

2.3 Service Quality

Regardless of whether it's an assembling firm creating equipment or a product organization offering types of assistance to customers, quality administration is the very quintessence of persistent improvement and business development [2]. We can follow back the causes of present-day quality administration standards which were procedure and quality administration rehearses that he utilized in the organization's creation lines [22]. Nonetheless, after the Second World War, it was Japan that rose as the most grounded defender of managing quality as they remade their economy with the assistance of incredible analysts and specialists [23]. Although the standards of improving item quality are material to administrations too, it's critical to know the center regions of progress concerning expanding consumer loyalty with regards to support quality administration [24]. This should be possible by estimating the hole between clients' desires and how they see the administrations offered to them. The bigger the hole size, the more enhancements to be made [25].

In the operations of retail industry service quality is the way toward dealing with the nature of administrations conveyed to a client as indicated by his desires is called Service Quality Management [4] It essentially evaluates how well an assistance has been given, in order to improve its quality later on, recognize issues and right them to build consumer loyalty [26]. The administration quality can either identify with the administration potential (capabilities of the people offering administration), administration process (briskness, unwavering quality and so forth.) or the administration result (meeting client desires). Get familiar with the various parts of overseeing administration quality with this course [27].

3. LITERATURE REVIEW

In the retail industry the process visibility is uncommonly critical to the achievement of any association [28]. Each entrepreneur realizes that without their procedures, this is not the same old thing [29]. Tragically, if your procedures are not productive, you risk making

blunders, estranging clients/sellers, and losing cash. Regardless of the essential job that procedure plays in each organization, a dominant part of associations strain to genuinely get a handle on the subtleties of their practices [30]. It is nothing unexpected that these equivalent associations additionally experience issues discovering achievement [31]. Absence of perceivability presents numerous issues for organizations, all coming from the utilization of harsh instruments crossing every division. Perceivability issues incorporate unshared data, divided procedures, and poor determining capacities [32]. All of which will bring about more hazard, expenses, and blunders. Procedures are imperceptible. What's more, this is one reason why associations have such a great amount of trouble in dealing with forms more proficiently and persistently improving them [33].

[7] evaluated that Before utilizing process displaying programming and different advances, the view of procedures was unique, with the utilization of a great deal of paper and printed archives [34]. That is the reason, today, numerous individuals despite everything like to print records and spreadsheets. They look to give more prominent substantial quality to the deliberations in which procedures have now become [35]. What's more, in spite of the considerable number of favorable circumstances of utilizing innovation in dealing with a procedure improvement plan, on the off chance that you don't take a particular methodology, it's hard for you to check whether things are working out in a good way and as planned, or if something incorrectly is going on and you have to address it [36]. Giving speedy, exact responses to catch up gatherings, for instance, can get precarious. This is on the grounds that all data is put away on a remote server, some place in the cloud. Organizations that are fruitful in dealing with a procedure improvement plan figure out how to make them unmistakable [37]. To do this, they contribute time and assets to report forms in a deliberate manner. They catch everything the organization has done, and the comparing went with measurements [1][38]. The fundamental advantage of documentation is that it gives greater perceivability to what's going on [39][40]. It makes a mutual and straightforward comprehension of the procedures and strategies utilized in an organization. Right now, conceivable to know where the organization is going, where it ought to be going and how to make a procedure improvement plan work appropriately to improve the way the organization conveys an incentive to its clients, making them increasingly fulfilled, and thusly[41], faithful to the brand. In this way, the association can, with each new procedure improvement plan, advance progressively towards adequacy and operational effectiveness [42][43].

[44][45] explained that the idea of improving service quality is basically extremely basic, identifying with the arrangement of merchandise or administrations that meet the desires for those accepting them[46]. Quality in the conveyance of merchandise or administrations is currently acknowledged as a basic part of business the board in all fields since it is understood that just by fulfilling its clients an association can like to hold its client base and undoubtedly extend it for what's to come [47][48]. It ought to be comprehended that it isn't simply in business settings that the idea has meaning because in those establishments offering types of assistance to people in general, the issue of conveying quality is similarly significant [49][50]. Subsequently, in examining the idea of Service Quality and the different ways to deal with guaranteeing this, the possibility that it applies to both the private and open part is incorporated, even though in talking about the starting points of the idea it is especially on business where the center falsehoods [51]. Administration Quality as a perfect created far and wide after a need was recognized to build up and keep up administration benchmarks for associations that wished to accomplish and hold a significant piece of the overall industry in their given fields [52]. Nonetheless, somewhat, the idea has consistently been available in the business and assembling parts, although it was uniquely in the twentieth century that quality benchmarks started to be founded on logical standards and precise factual estimations of value [53]. Measures appear to

be the key element in the idea of value, it being proposed that consistency or greatness of gauges in items or administrations is what is comprehended by the term 'quality' [54].

Client Focus includes investigating what clients or end clients need from items or administrations [55]. This data is gathered in an assortment of ways including center gatherings, client interviews, as well as nitty gritty client determinations. Without a doubt, this information is important with regards to arranging how to shape the administration or item to satisfy the needs (and desires) for its potential clients [56]. There is an accentuation right now the conviction that the clients are the focal point of the association as these are the people who will buy the made merchandise or administrations being offered by that association, and consequently, their desires must be met [57]. Quality based client support is one of the most significant parts of TQM because in any client situated business the clients are the association's primary partners [4][58]. This leads into the Planning Process where the structure of the task is spread out utilizing data that has been assembled from the full scope of potential clients [59][60]. Successfully, this can be viewed as the structure stage since any potential obstructions that may keep it from meeting the determinations are recognized, and the association is urged to investigate various strategies for dissolving any such deterrents [61][62]. This is additionally that component of the cycle, which considers creation strategies as far as the accessible assets, materials required, and the area of creation [63].

3.1 Research Gab Problem Statement

Transparency in business operations is very important. It makes the operations visible and left less room for errors due to visibility. In service industry transparency has its own place and difficult to determine [45]. In this research we have proposed to discuss the relationship between process visibility, work stress and improve quality service [64]. The stated problem would be that in retailing industry it is vital to address process visibility and work stress to improve the service quality.

It is important because customers demand efficient delivery without compromising on the quality. If the service quality is not up to the mark, then customers will not wait for a while to switch to other brand [41][65]. This is the reason in this research report we have addressed the issues of process visibility and work stress which leads improvement in overall the quality of the services offered to the customers [66][67]. The study has been conducted in UAE so this will increase the knowledge of many practitioners and students in the context of operational strategy of retail industry.

3.2. Research Model

In our research, we have developed the following model for the better understanding of the concept used in the research.
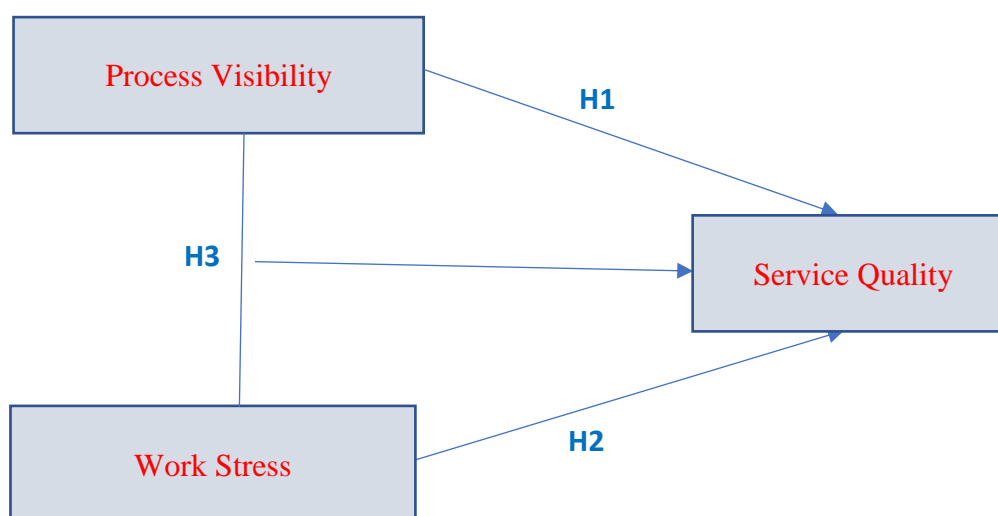

Figure 1: Proposed Research Model

3.3. Variables Identification

In the research study there were three variables used for the purpose of analysis. Two variables namely process visibility [7] and work stress [16] were the predictors and taken as independent variables. Improve Service quality [2] was the variable of interest and taken as dependent variable. We have researched in the light of service quality improvement that how service quality is affected by the process visibility and work stress in retail industry.

3.4. Research Hypothesis and Questions

We have developed the following major questions for the research and based on these major questions have developed the questionnaire to address the issues in hand.

H$_{O1}$: Process Visibility has no statistical impact on Service Quality at Dubai Retail Industry at ($\alpha \leq 0.05$).

H$_{O2}$: Work Stress has no statistical impact on Service Quality at Dubai Retail Industry at ($\alpha \leq 0.05$).

H$_{O3}$: Process Visibility and Work Stress have no statistical impact on Service Quality at Dubai Retail Industry at ($\alpha \leq 0.05$).

3.4. Research Methodology

The chosen research methodology for this research is quantitative. Self-administrative questionnaire was used for data collection. The primary advantage of questionnaire survey is that it is easy to gather a lot of information through asking a series of questions for analysis. We developed the relationship among variables and tested for results and discussion.

3.5. Population and Sample

Population for this research is considered the Retail industry. We chose Dubai Retail industry as a population. Primary data was collected through empirical survey. There are 59 Retail companies in Dubai. 155 valid questionnaires were returned from Dubai Retail companies. All employees from operations departments participated in the survey.

3.6. Data Collection Method

There are two major sources of data collection. We utilized both sources for the completion of research study. Primary data was collected through questionnaire survey

whereas secondary data collected through previous literature on the process visibility and work stress, as well as the service quality at the retail industry.

4. DATA ANALYSIS

4.1 Reliability

One of the important requirements in statistical analysis is the uniqueness and independence of the factors under study. Another important requirement is the uniqueness of the variables that are being tested. Drost (2011) reported that values of Cronbach's alpha of 0.7 or higher are sufficient. A Cronbach's alpha of greater than 0.7 is acceptable. Values above 0.8 are considered highly creditable. Here, all the alpha values for constructs were above 0.8, indicating a high degree of internal consistency in the responses.

The reliability of the survey instrument was assessed utilizing the values of Cronbach's Alpha to test the degree of consistency between the multiple measurements of a variable. Variable reliability reflects the extent to which a group of measurement items are internally consistent in measuring the concept that they are supposed to measure. Undoubtedly, Cronbach's Alpha assumes that all utilized elements in a scale are reliable and load equally on their construct. A reliability test is basically a stable and consistent results that can be produced through assessment tool over the time. A study can be measured to be reliable if its result produced under comparable methodology, which means study tool can be applicable and repeatable over the time. Hence, this research has used Cronbach's alpha tool, and the minimum reliability score to be accepted is 0.60. As shown in below table 1, the reliability tool has been tested three variables (dependents and independent variables), and each variable and its dimensions through the measurement instrument. The reliability scores for Process Visibility, Work Stress and Service Quality that showed strongly significant, where Cronbach's alpha value were above (0.60) for all variables, which indicates that the items are internally consistent for each dimension.

Table 1 Cronbach's Alpha Coefficient for Study variables

Construct	Cronbach's Alpha
Process Visibility	0.817
Work Stress	0.924
Service Quality	0.873

The questionnaire of the study, which was distributed to 59 Retail companies in Dubai, has been given to several academic and industrial experts to review, then all comments have been take into serious consideration and adapted before it distributed. All received questionnaires were checked for validity. A data from 155 valid questionnaire were used for investigating and examining through statistical and analytical package (SPSS), in order to test the relationship and the impact of Information System Capabilities, Work Stress on Service Quality, descriptive statistic, correlation and regression analysis and ANOVA analysis were conducted to obtain the results.

4.2 Descriptive Analysis

Descriptive analysis and statistic are a way used on studying of data and responsiveness of respondents about research variables that help in describing and summarizing the information into a meaningful. As showed in Table 2 the importance for each construct of the study indicating significant value, as all means and standard deviation refer to accepted values.

Table 2 Descriptive Statistics for Study variables

Construct	Mean	Std. Deviation	Variance
Process Visibility	3.753	.9814	.978

| Work Stress | 3.647 | .8832 | .686 |
| Service Quality | 3.598 | .9641 | .842 |

4.3 Hypotheses Testing

Table 3 illustrate the results of Correlation, ANOVA and Regression analysis to Service Quality in Process Visibility, it described significant relationship between Service Quality in Process Visibility where the correlation (r) is (0.599). The determinant coefficient is (0.359) which means that (0.359) changeability in the Service Quality is explained by the changeability in Process Visibility.

Table 3 Correlation, ANOVA and Regression analysis to Service Quality in Process Visibility

	r	r²	F	DF	Sig*	β		t	Sig*
Service Quality	.599	.359	18.376	$\frac{1}{\frac{154}{155}}$	.000	Process Visibility	0.435	2.912	0.002

* level of significance (α≤0.05) ** Critical t (df/p)=1.64

ANOVA analysis results indicate that there is impact of Process Visibility on Service Quality as beta is (0.435) confirmed by (t) is (2.912) and (f) is (18.376) and all values are significant at (α≤0.05) level. This evidence supports the first hypothesis which prove the impact of Process Visibility on Service Quality.

Table 4 illustrate the results of Correlation, ANOVA and Regression analysis to Service Quality in Work Stress, it described significant relationship between Service Quality in Work Stress where the correlation (r) is (0.545). The determinant coefficient is (0.297) which means that (0.297) changeability in the Service Quality is explained by the changeability in Work Stress.

Table 4 Correlation, ANOVA and Regression analysis to Service Quality in Work Stress

	r	r²	F	DF	Sig*	β		t	Sig*
Service Quality	.545	.397	16.443	$\frac{1}{\frac{154}{155}}$	.000	Work Stress	0.294	2.972	0.001

* level of significance (α≤0.05) ** Critical t (df/p)=1.64

ANOVA analysis results indicate that there is impact of Work Stress on Service Quality at beta is (0.294) confirmed by (t) is (2.972) and (f) is (16.443) and all values are significant at (α≤0.05) level. This evidence supports the second hypothesis which prove the impact of Work Stress on Service Quality.

Table 5 illustrate the results of Correlation, ANOVA and Regression analysis to Service Quality in Process Visibility and Work Stress, it described significant relationship between Service Quality in Process Visibility and Work Stress where the correlation (r) is (0.611). The determinant coefficient is (0.373) which means that (0.373) changeability in the Service Quality is explained by the changeability in Process Visibility Work Stress.

Table 5 Correlation, ANOVA and Regression analysis to Service Quality in Process Visibility and Work Stress

	r	r²	F	DF	Sig*	β		t	Sig*
Service Quality	.611	.373	31.141	$\frac{2}{\frac{153}{154}}$	.000	Process Visibility	0.382	2.263	0.002
						Work Stress	0.462	3.299	0.003

* level of significance (α≤0.05) ** Critical t (df/p)=1.64

ANOVA analysis results indicate that there is impact of Process Visibility and Work Stress on Service Quality as beta is (0.382/ 0.462) confirmed by (t) is (2.263/ 3.299) and (f) is (31.141) and all values are significant at ($\alpha \leq 0.05$) level. This evidence supports the third hypothesis which prove the impact of Process Visibility and Work Stress on Service Quality.

5. RESULTS AND DISCUSSION

Quality improvement is a teamwork where investment of time, energy, and commitment by everybody over the association is basic to the accomplishment of any quality improvement venture [68][69]. Line laborers are frequently the first to perceive process issues that add to low quality. They play out the tasks every day and are the best hotspot for distinguishing and executing upgrades [70][71]. Augmenting the capability of line laborers necessitates that they're very much prepared and taught on the whole procedure, not simply their individual employments [72]. Upper-administration support is additionally basic. Executing quality improvement extends frequently requires noteworthy time and assets [70]. The executives must be happy to endure potential momentary profitability misfortunes for long haul improvement [37][73]. For instance, in retailing industry assembling offices, line laborers can pull a rope and stop the mechanical production system on the off chance that they watch low quality [74]. This would never happen if the board were increasingly worried about the volume of day by day creation than the end nature of the items [75] [76].

Process visibility is possible only when there is top level involvement to keep every phase visible for everyone to serve the purpose of accountability [77]. Without the moto of accountability service improvement goals can never be attained. Retailing industry is vast and dynamic, customers always look for change and demand beyond the expectations [78]. Technology has changed the way of customers think and it has become more than facilitation [79]. All this cannot be achieved without teamwork, involvement which sometimes bring work stress, but results are marvelous and hoping the employees career development opportunities through quality services [80] [38].

6. Conclusion and Recommendations

Dissatisfaction from the customers is perhaps the best obstruction your organization will look in its business lifetime [81][82]. If your organization benefits and keeps up items for your clients, at that point you are very much aware of the special difficulties administration-based organizations face [50][83]. From uncertain issues to badly educated assistance experts to broken parts and inconsiderate professionals, the explanations behind client disappointment are many.

A. Adopt the portable strategy. Cell phones interface you with the business office, however they likewise associate you with your clients [84]. Profoundly evaluated administration organizations utilize portable innovation to help their administration specialists interface with back-office programming so they can settle on increasingly educated choices with regards to parts, materials, and employments [40][85].

B. Use measurements to decide your advancement against business targets. Each help activity ought to set objectives they wish to accomplish and measurements that desire to keep up [86]. If your organization highly esteems quick occupation fruition time, observing the time it takes to finish each activity would be shrewd [87][88].

C. Mechanize administration the board. In all actuality, most of your administration the board difficulties are the consequence of not having a mechanized help the executives arrangement [89][90].

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