



Elevating Excellence: The Nexus of E-Service Quality, Organizational Quality and Project Management

Mounir El khatib¹, Ahmed Al-Nakeeb², Samah Alnuaimi³, Sumaya AlJasmi⁴

^{1,2,3,4}School of Business and Quality Management, Hamdan Bin Mohamad Smart University, Dubai, UAE

*Corresponding Author, m.elkhatib@hbmsu.ac.ae

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ABSTRACT

With the advent of the internet, information technology has significantly transformed the global economy, particularly the service delivery sector. This study explores the impact of e-service quality on organizational performance and project management. E-services encompass both back-end systems, where employees interact with IT, and front-end systems, where customers engage via the internet or phone. The quality of these services is critical, influenced by factors such as reliability, responsiveness, website design, and security. This research examines how traditional organizations can transition to e-service delivery while maintaining high-quality standards and managing associated risks. Interviews were conducted with six organizations to gather qualitative data on e-service implementation and its effects on organizational structure. The findings highlight the importance of interoperability, customer technology readiness, and legal compliance in enhancing e-service quality. Additionally, the study identifies critical success factors and key deficiency factors in e-service project management. The results underscore the need for a structured framework for quality and risk management in e-services to ensure organizational success and customer satisfaction.

1. INTRODUCTION AND BACKGROUND

With the advent of the internet, information technology has transformed numerous, if not all, sectors of the global economy [1-6]. The effect of technology has had a significant impact on service delivery. From banking services to customer service, most customers are accessing the majority of the services electronically. Subsequently, the concept of e-services and dimensions of e-services quality has attracted a great deal of research [7-11]. E-service can be classified as either back-end or front-end. In most scenarios, employees interact with information technology (IT) systems in the back end while customers in the front end are connected either through phone systems or the internet. Such a relationship raises the question of

what quality implications occur when such systems fail to function correctly, affecting the quality of e-services. With technology systems likely to affect downtimes, suffer from power loss, and unaddressed design deficiencies, it is necessary to establish precautionary measures to gain control over issues such as those mentioned [12-19]. This research is an inquiry into how it is important for traditional organizations to prepare for the transition into e-services delivery. Numerous researchers have used different approaches in exploring the variety of e-service operations which will be reviewed in this research.

1.1 Aim and purpose of the study

The research seeks answers to the following:

- i. How can the quality of e-service approaches in the technology sector improve the organization?
- ii. How does e-service approaches' quality impact the organization and project management?

2. LITERATURE REVIEW

2.1 E-Services Project Requirement Quality in Collaborative Networks

Research on e-services quality in collaborative networks reveals that quality can suffer due to competition for shared resources [20-31]. To address this, scholars propose enhancing interoperability, which allows seamless information sharing among computer systems, reducing the need for human intervention and boosting service delivery. Security is also crucial; customers need assurance of their data's privacy and integrity. It has been highlighted that investing in customer technology readiness can enhance e-service quality by making users more comfortable with the systems [32-39].

2.2 Privacy and Confidentiality of E-services

The rise of e-health and e-commerce has led to the collection of sensitive customer data, prompting strict privacy regulations [40-44]. An e-service agent architecture to ensure privacy compliance, giving users control over their data. Compliance with legal requirements is essential to avoid project rework. E-service designers consult local law firms to understand applicable privacy laws and regulations, ensuring systems meet legal standards and avoid network rejection [45-53].

2.3 E-Service Quality Dimensions

Quality in e-services is defined by several dimensions:

- *Reliability*: Providing accurate and consistent services as promised, which builds trust [54].
- *Responsiveness*: Timely responses to customer inquiries enhance satisfaction [55].
- *Website Design*: An appealing, clear design improves user experience and reduces interference [56].
- *Security*: Protecting physical, financial, and informational safety increases trust [57].
- *Personalization*: Tailoring services based on user data boosts satisfaction by reducing

search time [58].

- *Ease of Use*: User-friendly services with intuitive navigation and registration processes are essential [59].
- *Empathy*: Effective communication and personalization to meet customer needs enhance service quality [60].
- *Information*: Providing accurate, comprehensive, and up-to-date information builds credibility [61].
- *Tangibles*: Physical evidence of service quality, such as facilities and customer testimonials, fosters trust [62-64].
- *Communication*: Keeping customers informed about processes and services through various channels is critical [65-67].
- *Accessibility*: Easy access to services through multiple channels and high-quality servers improves user experience [68-71].

2.4 Risk and Risk Management in E-services Projects

Effective risk management is vital for e-services projects. Private sector e-services face increased risk due to centralized decision-making and lack of collaboration [72-75]. Major risks include inadequate financial models and poor governance. To mitigate these risks, developers must ensure robust support mechanisms and collaborative decision-making. Identifying potential risks, consulting stakeholders, and developing comprehensive risk mitigation plans are crucial for managing e-service project risks [76-79].

2.5 Risk Handling and E-services Project Quality

E-service quality should be assessed based on navigation, content, appearance, and offered services [80-84]. Keeping content updated and user-friendly navigation is essential. Using Six Sigma approaches and balanced scorecards to measure and manage e-service quality. Giving users control over their information to reduce risk, while it is argued that transparency in risk assessment builds trust and encourages users to report vulnerabilities [85-87].

2.6 Critical Success Factors and Key Deficiency Factors of E-services in Project Quality Management

Strong leadership, quality control, and reliable

communication are critical for successful e-services implementation [88-91]. Quality communication between teams is essential for the success of e-service projects. It has been identified unreliability, poor security, lack of responsiveness, and inefficiency as key deficiencies in e-service quality management [92-97]. Addressing these deficiencies requires a structured framework for quality and risk management. Additionally, project scope definition, managing changes, realistic deadlines, and legal regulations are crucial for e-service quality. It is emphasized the importance of understanding service quality and managing resistance to change in quality management [98-101].

2.6.1 Right Model and Approach of Quality in the Technology Sector, along with E-Services

The SERVQUAL model was the right approach for technology in electronic services. The sector's main focus should be identifying users' needs and target deadlines [102-111]. Quality can be improved in the technology sector if e-services are integrated with a pure management approach.

Authors carried out research to explore the area of PDQM data model and quality in electronic services [112-119]. The focus was on the PDQM data model, and information was observed from the Jordanian perspective. The right model can be based on PDQM because it details all the information required for the technology integration of electronic services [120-127].

2.6.2 Best practice of e-services quality management

The best practice for e-service quality is maintaining customer satisfaction and engaging in product quality. It can be implemented with the help of careful measurement and integration of technology for quality [128-131]. Reliability and service design would also cater to the needs of best practices.

A study showed the importance of e-service quality in best practice [132-137]. The approach was related to the measurement of organizational performance. The best practice was related to the performance of the company in achieving customer satisfaction.

2.6.3 Practice Standards for Project Management (PMI) Related to Quality Management

Badawi and co-authors carried out research regarding project management practice standards. The research stated that two different approaches are related to successful quality management practices. One of the practice standards was based on the quality of inputs and the design of the whole project. The second was based on meeting the deadline for product quality. Information about the practice standards for quality management. The research was principally made for the standards of management. The practice standard was related to the conventional approach of project management [138-141].

2.6.4 Key Performance Indicators of E-Services Quality Management

Research carried out research on measuring performance indicators for e-services management. The study stated that key performance indicators for quality management were measured on the consistency in electronic business policies [142-143]. The indicators were the competency-based model used for measuring the management system. The study found that the quality management system is based on research. Customer satisfaction also remains a key performance indicator for the e-service sector. Information about the e-services; their case study was based on the government of Kuwait. The main focus was the values that can increase strategic benefits and provide cost-saving for electronic services [144]. Key performance indicators were to decrease costs and increase the efficiency of the company.

Ultimately, there is a substantial amount of research in e-services. In response to its growing importance in modern organizations, researchers have introduced different quality assessment and management dimensions [145-148]. Each organization faces unique challenges in the process of improving the quality of services; thus, understanding which dimensions are most suitable in the context of a specific organization is essential [149-150]. All things considered, an e-service company requires a structured framework on quality and risk management on which it operates on to successfully dominate in the industry.

3. RESEARCH METHODOLOGY

This research aims to study the impact of e-services and its quality on the organizations. After

conducting the background research, the team developed interview questions. The team then sent interview requests to different organizations. The team interviewed individuals in six various organizations. The interviews were conducted to collect qualitative data regarding the e-services provided by the organizations. The collected data gave a better understanding of the e-services and their impacts on the organizations. The three cases are then compared to each other.

3.1 Data gathering - Case studies

3.1.1 Abu Dhabi Distribution Company (ADDC)

The interview was done with Arwa, who works in the IT Department. She is responsible for overlooking the quality of the e-services. The organization established e-services in 2010. The e-services are formulated based on the user requirements from employees, customers, and management feedback. When developing the e-service standards, they look into website design, responsiveness, and efficiency. To improve the quality assurance of the e-services, the quality department monitors client satisfaction and complaints and tries to detect possible defects before they occur. With high-quality standards, it is believed that there is no gap between the actual and expected e-services. The human need is to remain. Even though clients can apply for the services electronically, many of these services are performed by humans. The company assures the clients that their data will not be used for any other purposes. The two main risks in the e-services are performance risk and security risk. To mitigate these risks, continuous improvements are to be implemented. To handle e-services, database management systems are essential to ensure quality. Their main deliverables are extension and connection of electricity services, transfer and removal of electricity services, account management and bills, and certificate requests. The benefits of using e-services are to increase customer satisfaction, lower the time to process service, and allow the company to increase the number of services. On the other hand, it is believed that there are no defects in utilizing the e-services. The critical success factor of the e-services is the ease of use, while the key deficiency factor is the accessibility of the website. The organization's future strategy to improve the e-services to incorporate the new technologies.

3.1.2 Dubai Municipality (DM)

The interview was done with Nasser, who is a software engineer in the IT Department. They are responsible for developing the services and operations into electronic, smart, and digital services. They coordinate with concerned departments in the municipality to measure and ensure customer satisfaction and happiness via surveys and interviews about our e-services. DM is keen to provide the best experience to its customers. That is why all of the services offered by DM are electronic. The company started working on the e-services around 2001, and by 2016 all the services were converted to smart e-services. In DM, the e-services are formulated by the cooperation of different departments, which are the IT Department, which creates the service; the owner of the service, which provides and processes the service; the Strategic Department, which audits the service; and the Customer Relationship Department who measures and looks for the satisfaction of the e-services. When developing and uploading quality standards, DM tries to meet customers' and stakeholders' satisfaction and to achieve their happiness. The quality requirements are increasing with time. The organization uses global standards as well as the TRA quality criteria when developing quality standards to ensure continuous developments and improvements. It is believed that there is a gap between the actual and expected e-services because the Strategic Department in the organization is auditing the process of actual e-services along with expected e-services. Besides, the Customer Relationship Department is conducting questionnaires to eliminate gaps between the real and expected services. The organization believes that the necessity of humans will remain. Even for fully automated services like online payments where no human process is required, some people cannot use these services or are not willing to. The organization also has e-services that are ordered electronically but need humans to finish it. The company has multiple measures associated with the confidentiality of shared information, such as control access, antivirus, business continuity procedures, locking documents in document lockers, ensuring the safe and secure delivery of confidential and restricted materials, and employee awareness programs and training.

Furthermore, the company has multiple measures associated with the integrity of shared information. For example, authentication, access control, encryption of data, data backup and restore firewalls, and physical security. The main risk of e-services is the security risk. The organization is mitigating those risks with the mentioned measures for confidentiality and integrity. DM uses the Data Quality Assurance plan for data gathering and data transfer. This plan ensures validity, reliability, precision, integrity, and timeliness. The organization uses several methods for quality management, as each has its benefits and drawbacks. For example, cause and effect diagrams, control charts, flow-charting, histograms, Pareto chart and Pareto analysis, run charts, scatter diagrams, statistical sampling, and inspection. The results of the e-services in DM are the same as the physical services because all services are converted to e-services. There are many benefits of using the e-service. For instance, fewer human resources, less time for applying, less cost, and helps to achieve the happiness of the customers. However, the defects are the initial cost of transferring to the e-service, the employee training required, and possible privacy violations. The critical success factors of the e-services are the integration of the services, length of the service map and total time of delivering the service, trust, and ease of use. The key deficiency factors are lack of familiarity, lack of awareness, and users' adoption. The organization's future strategy for improving the e-services is to develop the infrastructure to match the institutional marketing development. After that, the organization must find global e-services strategies and best practices and benchmark them.

3.1.3 Abu Dhabi National Exhibition Centre (ADNEC)

This interview was conducted with Kholoud, who is responsible for handling the IT services of the company. The company provides services in the tourism and events sector of the UAE. The e-services provided by the organization are an online option for bookings for venues, online information for exhibitions, visiting hotels, and services. The organization established the e-services in 2009. The e-services were formulated by making the physical services accessible over the Internet. The quality standards that the company focuses on are the content and the information provided on the

website. The company is building quality standards and preventing errors to improve its quality assurance. Whenever a gap between the actual and the expected services occurs, the company does its best to fill the gaps. The company believes that human presence is necessary even with the e-services to keep updating the information and satisfy the client by giving answers to each query. The policies of the company ensure the confidentiality of the client's data, and they ensure the security of their information. The risks of e-service for the company are the responsiveness to the client and the security of the website. Cloud-based data storing and gathering model is used to maintain quality and standards. High-quality events are the results of the e-services. The benefit of the e-services to the organization is to lower the resources allocated to giving general information, and it is believed that there are no defects from the e-services in the company. The critical success factor of the e-services is the quality, and the key deficiency factor is the responsiveness from the clients. The future organization strategy to develop the e-services is to implement quality management processes.

3.2 E-Service Application in Project Management

3.2.1 Dubai Municipality Application

DM is working on a geospatial application that allows the Roads and Transport Authority (RTA) to see all the road projects in Dubai. This application will improve the study of infrastructure projects, reduce coordination procedures, and convert all paper letters to electronic letters.

This application will store all the information required from both parties in a database. The system will increase the efficiency and speed of decision-making in project management and reduce the time required for getting approvals.

4. DATA ANALYSIS

The focus of the e-services in the ADDC is around e-payment, while the attention of the ADNEC is around providing information and booking. On the other hand, DM concentrates on providing information, applying for services, and e-payment. The difference in the focus area is related to the nature of the organizations. This led the companies to concentrate on different quality dimensions. DM started the e-services before ADDC and ADNEC,

which both started around the same time. The impact of DM's head start can be seen in their development in the area. By 2010, DM introduced the concept of "zero visits," and by 2016, all its services transferred to smart services. On the other hand, ADDC and ADNEC started the e-services a bit late.

The three organizations believe that there is a minimum or no gap between the actual and expected e-service. This is due to the continuous checkup on the services and the information on the website. Also, the raising of standards plays a vital role in avoiding gaps. Moreover, the organizations agreed that the e-services enhance human performance and do not eliminate human necessity.

The three organizations agreed that the confidentiality and integrity of any shared information and security problems are the key risks in e-services. They are doing their best to ensure the privacy and integrity of the information and improve the security of the system. As shown in the literature review, if there is no trust in e-services, then people will not use them. Trust is critical to utilizing the benefits of e-services.

The three organizations use three different quality models, which is also because of the type of e-services provided by the companies. The critical success factors and the key deficiency factors can be reasoned with the same. Regarding the future strategies of the organizations, they all plan to implement new technologies and global standards to improve their services.

5. DISCUSSION

Table 17 presents the statistical significance test results for each independent variable. The t-values are 2.210, -0.083, 1.086, -0.172, -1.366, 1.696, and -0.385, corresponding to p-values of 0.143, 0.029, 0.934, 0.281, 0.864, 0.175, and 0.093 respectively. These p-values indicate that the independent variables are statistically significant.

Ensuring compliance of E-governance with the standards of the Ministry of Education (MOE) significantly enhances the effectiveness of digital transformation. Additionally, an increase in knowledge of E-governance and its policies leads to increased effectiveness of digital transformation. Participants' perception suggests that improving school operational excellence will also enhance the effectiveness of digital transformation. There is a

significant positive relationship between digital transformation and the impact of E-governance, indicating that enhancing E-governance can improve school operational excellence. Furthermore, increasing participants' knowledge of E-governance concepts improves the effectiveness of digital transformation.

The majority of respondents were aged between 40 and 49, and the research participants were predominantly female.

5.1 Benefits and challenges of Digital Transformation

Based on the aforementioned findings, it can be suggested that the e-governance system offers several advantages to school operations. These include fostering transparent and efficient communication among stakeholders, facilitating a shared workspace and resources, and enabling collaborative learning and teaching between teachers and students (Suklabaidya & Sen, 2013, p. 261). These benefits stem from the system's characteristic of being open and adaptive.

However, it is important to note that since the system operates online, occasional cyber-attacks pose a significant threat. Additionally, the system's openness may increase the risk of data theft, which could be particularly detrimental if the stolen data is sensitive and confidential. Furthermore, implementing the system would require substantial funding, necessitating careful consideration by school management to secure the necessary resources.

6. RESEARCH LIMITATION

6.1 Lack of Quantitative Data

This study primarily relied on qualitative data gathered through interviews and case studies. The absence of quantitative data limits the ability to make statistical comparisons between e-services and traditional services, such as user numbers and satisfaction levels. This limitation restricts the generalizability of the findings and the ability to draw robust, data-driven conclusions.

6.2 Sample Size and Diversity

The research involved interviews with six organizations which may not be representative of the broader industry. A larger sample size with more diverse organizations would provide a more comprehensive understanding of the e-service quality and its impact on organizational

performance.

6.3 Geographical Constraints

The study focused on organizations within a specific region, potentially limiting the applicability of the findings to other geographical areas. Different regions may have varying technological infrastructures, regulatory environments, and customer expectations, which could influence e-service quality and implementation.

6.4 Focus on E-Service Quality

The study primarily concentrated on the quality dimensions of e-services and their impact on organizational performance. Other critical factors, such as cost-effectiveness, scalability, and long-term sustainability of e-services, were not deeply explored.

7. RECOMMENDATIONS

- i. Implementing the blockchain to the e-services. This will lead to:
 - Higher integrated services
 - More secured services
- ii. Applying AI to e-services will reduce human interaction with information. This will lead to fewer privacy violations and increase the trust in e-services.
- iii. Using the Telecommunication Regulatory Authority for e-service quality criteria alongside the global criteria. Depending only on the global criteria can cause problems later. Demographic and social forces can impact quality criteria.

8. CONCLUSION

After conducting this report, it can be concluded that e-services have become the business sector's basic provisions. There are mainly three most important components of e-service, i.e., Service providers, receivers, and service delivery channels. The internet acts as the major source or the major channel for e-service delivery, while other important channels include telephone, call centers, mobile phones, television, etc. In most cases, e-service is also used as a generic term, which usually refers to the provision of services through the access of the internet. The most important and most frequently used e-services in modern times is e-commerce. E-services might also include

different services for commercial and noncommercial use, which might also be provided by the government.

In the provision of e-services, there might also be a deficiency of different factors observed, especially in terms of quality management and how it might influence the overall results generated by an organization. It is now the responsibility of the government to identify the basic needs of the users and design the legal and realistic regulations for the users to follow and be able to determine the most suitable results. This would involve sharing and storage of data and be able to fulfill the basic deficiency factors observed in the business industry at large.

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