

Santosh Thapa

**DEPENDENCY OF SERVICE QUALITY ON HUMAN RESOURCE
DEVELOPMENT**

A survey conducted for cleaning company

Thesis

CENTRIA UNIVERSITY OF APPLIED SCIENCES

Industrial Management

October 2017

ABSTRACT

Centria University of Applied Sciences	Date October 2017	Author Santosh Thapa
Degree program Industrial Management		
Name of thesis DEPENDENCY OF SERVICE QUALITY ON HUMAN RESOURCE DEVELOPMENT A survey done in cleaning company		
Instructor Tapio Malinen	Pages 35 + 1	
Supervisor Maria Nygard		
<p>The main objective of this study was to find out interconnection of service quality provided by ISS company to their customer and human resource development provided by ISS to their workers in Ylivieska region. This thesis helps to know whether or not ISS is balancing the human resource development and service quality simultaneously. Moreover, the thesis also provides a solution of the problem that ISS customer and their employees face due to ISS company.</p> <p>The survey was done for 10 different customers of ISS and also the 10 different workers of ISS for the quality provided by the ISS and for the human resource development of their workers respectively. The survey was carried out in Ylivieska region of Finland. For the survey of service quality, I used English language and for the Human resource development survey I used Finnish language.</p> <p>The survey was carried out in June 2017 by conducting interviews of both the customers and the employees. Altogether 6 questions, 5 closed and 1 open, were asked from the customers. Furthermore 5 questions, 4 closed and 1 open, were asked from the workers of ISS.</p> <p>The results achieved from the survey indicates that ISS is balancing human resource development and service quality at a time. Both ISS customers and ISS workers are satisfied with service quality and human resource development respectively. By developing the human resource of the workers, ISS is providing quality service to their customers.</p>		

<p>Key words Human resource development, Service quality, ISS.</p>

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1 INTRODUCTION

Outsourcing is one of the growing businesses in the modern world. Especially nowadays, it is very common for both big and small companies to outsource cleaning service to a cleaning company so that they can concentrate on their core business.

Since cleaning business is also the most growing business nowadays. There are many cleaning companies competing each other. Due to the high unhealthy competition, many cleaning companies reduce their price of service and they compensate that money by providing poor service quality to their customers and by avoiding the human resource development of their employees.

Service Quality is regarded as an important factor for making a company increasing its revenue and improving customer service and customer loyalty. In this high competition, service quality determines the future of the company. If the company cannot meet the customer needs and wants of service quality, customers always have many alternatives to choose another company that provide quality service.

Development of human resources is essential for all organizations that would like to be dynamic and growth-oriented. Unlike other resources, human resources have rather unlimited potential capabilities. However, it is very important for a particular company to develop the human resource of their employees if the company wants to improve the service quality. Without focusing on human resource development of employees, a company cannot provide good service quality to their customers. Directly or indirectly the growth of a company depends on its strategy of balancing human resource development for the service quality because workers are the one who perform the work and service quality depends upon them.

If a service company provides different kind of human development resource programme such as work-related training and skills to their employees, then the output will always be positive. Due to such programme, workers get motivated and feels more responsible towards their work which results the quality service and customer will be satisfied, even worker do not need to do much physical effort if they know the technique and the time will be saved. In addition, if a company provides extra skills to their employee that can be used in their personal life, then the workers will be active and motivated towards their work which in turn helps the company to grow and provide quality of service to their customers.

The main aim of the survey was to explore the problem faced by the ISS customer and ISS workers about the quality that ISS provides and human resource development of the worker respectively with prompt solution of the problem in Ylivieska region. Due to the high unhealthy competition in the cleaning business many cleaning companies cannot focus on both i.e., quality service and human resource development. Since I am the worker of ISS, I was curious to know, If ISS is delivering service quality and human resource development at same time? And if both customers and workers are satisfied with ISS?

The questionnaire of the survey was designed in to a simple format where 5 questions (see appendix 1) were closed and 1 question (see appendix 1) was open concentrating the quality of the service and 4 closed question (see appendix 1) and 1 open question (see appendix 1) for the human resource development part. The questions were designed to find out the problem of ISS customers and the problem of ISS employees. The data was collected by the interviewing and I personally talked with customers and workers to find the fact data.

2 RESEARCH METHODOLOGY OF THE THESIS

2.1 Research problem

The research problem of this thesis was to identify the level of service quality provided by ISS to their customer and to find the level human resource development provided by ISS to their worker. Moreover, providing the prompt solution for ISS to satisfy the unhappy customers and workers is also a challenging thing.

2.2 Research question

The survey was carried out to find, If ISS is delivering service quality and human resource development at same time? And if both customers and workers are satisfied with ISS? In this research, there are two different topics which are service quality and human resource development. For each part, there is a different bundle of questions. For the service quality part, there are 5 closed questions (see appendix 1) and 1 open question (see appendix 1) whereas for human resource development part there are 4 closed questions (see appendix 1) and 1 open question (see appendix 1).

The purpose of this research was to find current problems related with service quality and human resource development of ISS and to provide them with a prompt solution.

2.3 Research objective

The main objective of this research was to find out interconnection of service quality provided by ISS to their customers and human resource development provided by ISS to their workers in Yiliveska region.

Due to the high unhealthy competition in the cleaning business many cleaning companies cannot focus on both i.e., quality service and human resource development. When there is high competition, normally a cleaning company reduces the price of their service to attract customers and after a while, either they provide poor quality service or they avoid human resource development. Thus, this research helped to find out if ISS is delivering service quality and human resource development at same time and if both customers and workers are satisfied with ISS.

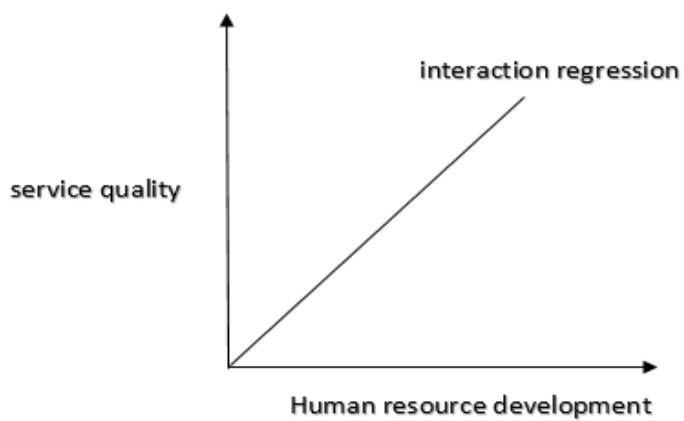


FIGURE 1: Interaction regression of service quality and human resource development

3 ABOUT ISS

3.1 Introduction of ISS

ISS group was founded in Denmark, Copenhagen in 1901. ISS was originally short for International Service system. It has grown to become one of the world's leading facility service systems by providing a variety of services like facility management, cleaning services, support services, property services, catering services and security services. (Issworld 2015.)

ISS provides the full range of services required to meet the customers' needs and wants. In order to deliver on this proposition, ISS started their business from the cleaning services and slowly the company offered the full range of services, including integrated facility services (IFS) which now covers half the volume of their business.

- Cleaning services- 50%
- Property services- 20%
- Catering services- 13%
- Support services- 7%
- Security services- 7%
- Facility management services- 3% (Issworld 2015.)

According to the ISS world, ISS have approximately 500,000 employees world-wide serving both public and private sector customers in 77 countries, across Europe, Asia, North America, South America and the pacific. ISS have notably strong position in emerging markets representing 57% of employees and 25% of revenue. (Issworld 2015.)

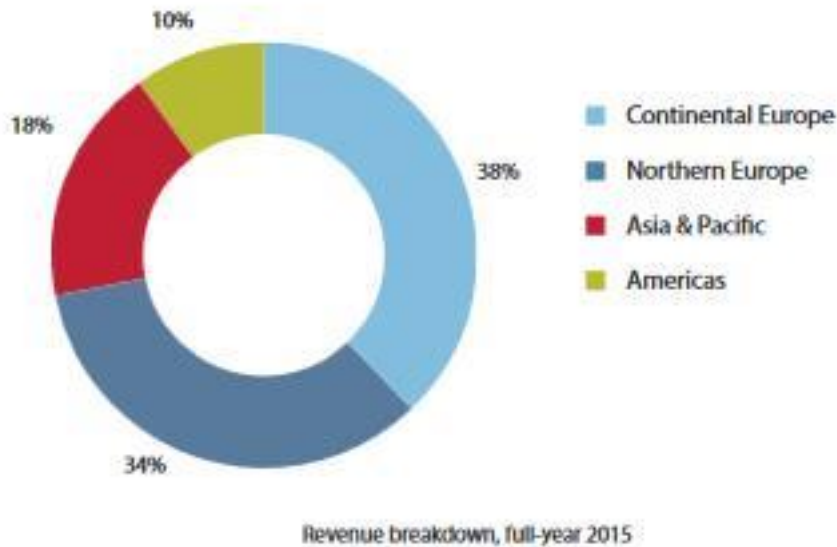


FIGURE 2: Revenue breakdown of ISS (Issworld 2015)

3.2 ISS as a cleaning company

ISS has been known as the leading cleaning services company in the world. ISS starts their business with cleaning services and now which covers 50% of their core business. ISS is recognized as the leading developer of cleaning excellence. Every year ISS clean approx. 30 billion square meters in the world. ISS cleaning services include floors, window and everything in between with clean and sanitary operation ensuring the healthy environment with no spreading of diseases. ISS motivates and inspire their staff which helps to improve the cleaning environment. ISS has developed knowledge and processes to focus on the training of their employees to perform cleaning in a superior way. (Issworld 2015.)

ISS works with the collaboration of their customers to deliver the best cleaning excellence. They create a professional, transparent cleaning solution for the specific needs and requirements of their customers. ISS provide both daily and periodical cleaning services with clean, tidy and inviting environment for happy and healthy workplace. They have also a range of special cleaning services, as well as industry specific solution. (Issworld 2015.)

3.3 Vision of ISS

According to the ISS, they will be the world's greatest service organization. The following strategy is applied by ISS to complete their vision statement.

- Lead facility services globally by leading facility service locally.
- Lead globally with presence in all main region countries.
- Lead the industry by offering best in class single service and ISS.
- Lead locally with leading positions in all established markets and the ambition to achieve new market. (Issworld 2015.)

3.4 Mission of ISS

According to ISS their mission is to perform service that facilitates their customer's purpose through people. ISS care for their customer's business. That is why ISS aims to provide continuously improved service performance to their customers. When ISS enter into a new revolution ship with their customer, where ISS was working with many different customers, they try to understand their customer business and train ISS employees to perform best according to the customer business and to generate enough value to customer's purpose. (Issworld 2015.)

3.5 Values of ISS

The main values of ISS are:

- Honesty
- Responsibility
- Quality
- Entrepreneurship

ISS has introduced the leadership principles to emphasize the importance of ISS values. The leadership principle describes the importance of ISS in the way leadership is performed at ISS. The leadership serve guideline and a benchmark for leaders and helps ISS to bring full potential of their employee. The ISS leadership principle is also known as "The Human Touch" and translate ISS values into action and describe behavior that characterize a successful leader with in the group.

The ISS leadership principles are:

- To put the customer first.

- To have passion about performance.
- To encourage Innovation. (Issworld 2015.)



FIGURE 3: Values of ISS (Issworld 2015)

4 SERVICE QUALITY

4.1 Quality definition

The term quality can be understood and defined in many ways. The definition of quality can be different according to the profession of different people. The base of quality is totally different for a product manufacturing company and for a service providing company. For a product manufacturing company, the quality will depend on the quantities and quality of tangible products produced from companies, while for service companies, their products are services which are intangible and uncountable. Thus, it is very important to understand the definition of quality from the various perspectives to fully appreciate the role it plays in many parts of business organizations. (Ibharim 2014.)

Here below there are some definitions of quality according to the view of different people working in different profession.

Quality will have to be everywhere, integrated into all aspects of a winning organization (Evans 2016).

Quality is ballet, not hockey, quality is an elusive (intangible) & indistinct (Obscure) construct (Crosby 1979).

Quality is meeting of exceeding customer expectations at a cost that represents value to them (Harrington 1987).

Based on the above definitions it can be concluded that different definitions of quality are used and there are different points of view but the customers are the important ones who judge the quality through their perception. This makes measuring customer satisfaction difficult because customers cannot clearly specify in numeric values what makes them satisfied. Yet quality is delivered when one achieves the minimum requirement of a specified performance standard. Over the years a business has had to find a way to define and measure quality so that companies can make products and deliver services to definable standards that their customers accept.

Measuring quality:

- Quality is specification driven-whether or not it meets the set requirements.
- Quality is measured at start if life- percent passing customer acceptance.
- Quality is observable by number of rejects from customers. (Ibharim 2014.)

The quality characteristics of product of service are known as the 'Determinants of Quality'. These are the attributes customers look for to decide if it is a quality product or service. (Ibharim 2014.)

4.2 Quality assurance

Quality assurance is any systematic process of checking to see whether a product of service being developed is meeting specified requirements. Quality assurance was initially introduced in World War II when munitions were inspected and tested for defects after they were made. Nowadays, it is used for catching defects before they get into the final. Many companies have a separate department of quality assurance to check the quality of their products or services. After using a quality assurance system, it helps to increase customer confidence and a company's credibility, improve work processes and efficiency, and to enable a company to better compete with others. (Searchsoftwarequality 2007.)

ISO 9000 is an international standard that many companies use to ensure that their quality assurance system is in place and effective. When the companies are certified with ISO 9000, it means that companies are delivering their products and services with the quality criteria mention in ISO 9000. To be ISO 9000 certified company, a particular company's management team should follow quality assurance policies and objectives. After the company is certified with ISO 9000, it helps company to work in a more efficient way as all company's processes is aligned and understood by employers in the organization. It also increases productivity and efficiency and helps for bringing internal costs down. (Asq 2017.)

The INSTA800 standard describes the method for establishing and assessing cleaning quality. The standard was introduced in Denmark, Sweden, Norway and Finland 14 years ago. The main aim of introducing INSTA800 by Nordic countries is to focuses on results, by describing clear and objective expectation. The INSTA800 standard describes in detail about measuring the quality of cleaning and allowance of impurities after the cleaning task is over. The standard also provides two main principles: visual inspection and inspection using measuring instruments. Visual inspection is done by looking the particular area to find some rubbish or dust after the cleaning work is completed and inspection using measuring instrument is done to find out the impurities in particular area after the cleaning work is completed. (European cleaning journal 2014.)

4.3 Quality at ISS

ISS is providing high level of quality by focusing on their customers' needs and wants. It has been over 100 years that ISS developing and improving their approach which allows their customers to enjoy hassle-free-integrated solution. Process optimization and integration of service are considered as the foundation of ISS service delivery which helps to review their methods, system and process and to provide evidence based solution to a need and wants of their customers. (Issworld 2015.)

To provide the same quality and service standard all over the world, ISS has created the ISS process frame by which every single branch office of ISS would follow the same process frame to maintain the same quality standard. Beside this ISS has also the operational frame work to provide best-practice management process, to meet customers' expectations and to support a consistent quality contract delivery. The frame work also provides new opportunities to manage the company and even reduce the risk of low quality. (Iss material 2017.)

For the evaluation of the effectiveness and quality of the services, ISS is working with key performance indicator (KPIs). This KPIs helps to ensure transparency between ISS and its customers. Here are some examples of KPI's for customer to discuss with their current service provider to ensure the performance of their service setup:

- End-user satisfaction.
- Realized saving compared to plan.
- Completion time of service requests and help desk issues.
- Innovation and continuous improvements initiatives.
- Lost time due to injury and incidents. (Issworld 2015.)

4.4 Service definition

Service is defined as Intangible products such as accounting, banking, cleaning, consultancy, education, insurance, expertise, medical treatment of transportation. Sometimes service is difficult to identify because they are closely associated with a good such as the combination of a diagnosis with the administration of a medicine. No transfer of possession of ownership takes place when services are sold, and

they cannot be stored or transported, they are instantly perishable, and they come into existence at the time they are bought and consumed. (Businessdictionary 2017.)

However, a service can be defined in many other different ways according to the people understanding and their views. Below is a list of some definitions of service given by different people according to their profession and their views.

A service is a process that leads to an outcome during partly simultaneous production and consumption processes (Gromoos 2001).

Service is the combination of outcomes and experiences delivered to and received by a customer (Johnston & Clark 2005).

Based on my work experience in ISS cleaning service, I would say that a service is intangible product which is performed to meet the customers' needs and wants.

4.4.1 Service Quality definition

Service quality (SQ), in its contemporary conceptualization, is a comparison of perceived expectations (E) of a service with perceived performance (P), giving rise to the equation $SQ = P - E$. This conceptualization of service quality has its origins in the expectancy-disconfirmation paradigm. According to the Lewis and Boom (1983), "service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service means confirming to customer basis." (Businessdictionary 2017.)

As assessment of how well a delivered service conforms to the client's expectations. Service business operators often assess the service quality provided to their customers in order to improve their service to quickly identify problems, and to better assess client satisfaction. (Businessdictionary 2017.)

The intangible elements of a service (inseparability, heterogeneity and perishability) are the critical determinants influencing service quality perceived by a consumer (Douglas & Connor 2003).

4.4.2 SERVQUAL (Gap analysis model)

SERVQUAL methods is a technique that can be used for performing a gap analysis of an organizations service quality performance against customer service quality needs. SERVQUAL or gap analysis was developed by Berry, Zeitham 1 and Parasuraman in 1988. (Brainmates 2017.)

SERVQUAL model makes it easier to assess the service quality from the customer's perspective and also helps in tracking the customers' expectations and perceptions overtime and also differences between them. It also allows the organizations to compare their service with other competitors providing the same service and hence to improve in their service for better quality and customer satisfaction. In the SERVQUAL model there are five different gaps which show the weaknesses of the company in fulfilling customer needs. The Gap analysis is used to identify and correct gaps between the desired level of the customers and the actual level of performance provided by the organizations. (Brainmates 2017.)

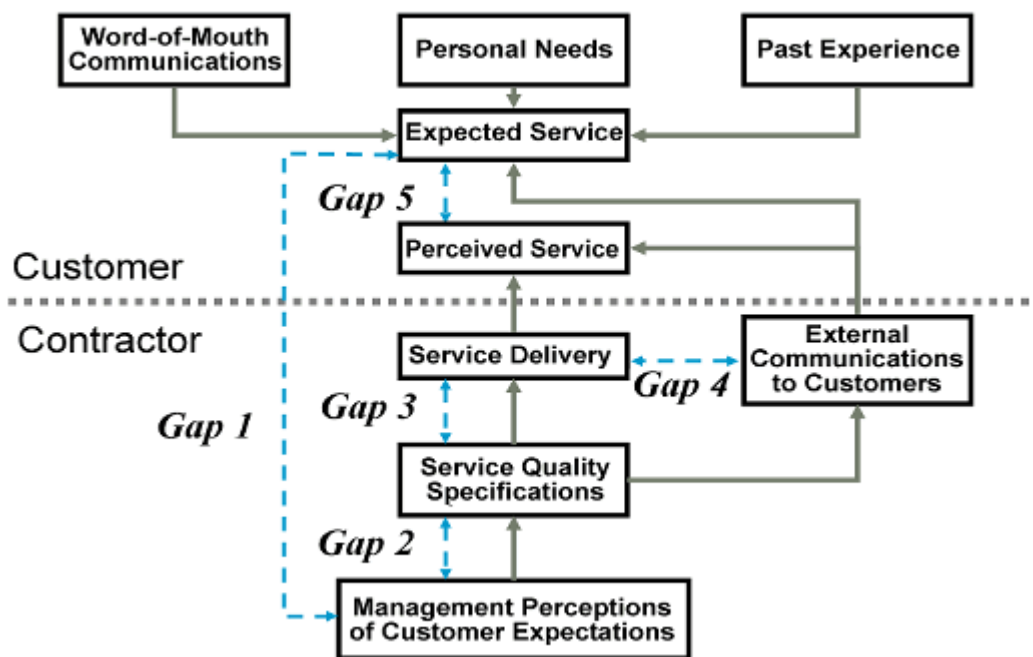


FIGURE 4: Five gap analysis (Brainmates 2017)

Prescription for closing the five service quality gaps.

Gap 1 (customer gap): the gap between customer expectations and customer perceptions

Gap 2 (knowledge gap): the gap between customer expectations and management perceptions

Gap 3 (policy gap): the gap between management perception and service quality specification

Gap 4 (delivery gap): the gap between service quality specification and service delivery

Gap 5 (communication gap): the gap between service delivery and external communications. (Brain-mates 2017.)

4.4.3 How to measure service quality

Measuring service quality is considered as one of the difficult factor. Many researchers have struggled to solve this issue. However, nowadays five dimensions of SERVQUAL is used to measure the service quality which is described below.

- Tangibles: appearance of physical facilities, equipment, personnel, and communication materials.
- Reliability: ability to provide the promised service accurately.
- Responsiveness: ability to help customers and provide prompt solution of the problem related to service.
- Assurance: ability to provide knowledge to the employees and to build up trust and confidence.
- Empathy: ability of caring individual customers. (Qualtrics 2007.)

4.4.4 Service quality at ISS

To make the customers sure about the benefits of an output-based service contract, ISS report the actual contract performance against the agreed the Service Levels and Key Performance Indicators (KPLs) at the agreed frequencies. ISS is managing their service quality through a hierarchy, there are three different levels to measure the quality i.e. operational level, tactical level and external level. At first it starts with employee's self-control supplemented by sample controls by supervisors and then quality reviews together with the customer and, finally, regular quality audits. (Issworld 2015.)

The ISS Quality measurement model



FIGURE 5: ISS quality measurement model (Issworld 2015)

To provide the consistent and reliable services globally, ISS has built process delivery model which is based on three key components: people, automation and visualization. This helps ISS to channel international best practices into a local format for the benefit of their individual customers. (Issworld 2015.)

4.5 Findings of service quality at ISS during training period

While doing the practical training at ISS, Ylivieska, I found that ISS provides the best level of service quality to their Customer. Since ISS is providing services to their customers which is intangible product and cannot be measure with specific tools. The measurement is done by the customers own experience. In cleaning field, the worker can serve the customer in two different i.e. Quality service for short term period of time and quality service for long period of time.

While providing the cleaning service to the customer, a worker can satisfy the customer for a short period of time. He/she can use the random chemical, overuse or less use of chemical which makes the cleaning good only for short time and later the cleaning area can be damaged by the improper use of chemical which requires the customer to reconstruct of the particular area and disappoints them.

A skilled and best worker provide the cleaning service to their customer for long term period. The appropriate use of the chemical makes the working area good for long period of time which makes the customer satisfied and save their money.

Here, in Ylivieska ISS have many multinational industrial sites, offices and shops as their customer. According to the material used in the company ISS need to use the chemical for quality service. The skilled and well-trained staff is needed for the quality service. The ISS provide different kind of training to their employees before sending them to work. Beside this, the personal manner of an individual worker is also a part of quality service. If the workers behavior towards the customer is not good then it is not considered as the quality service even though the cleaning is good. The employee of ISS has to be polite towards their customer. There is a provision in ISS that if an employee receives two warning letters from the company within one year, he/she can be dismissed from the work. Such a rule makes ISS employees to be aware of their possible mistakes which helps in the quality service. Beside this the company should also provide enough working time to their employees so that the employees can finished their work without high pressure which in turn results in quality service. Here in ISS, if the worker cannot complete his/her work in the given time, he/she can mention the reason of extra time and acceptable reasons are considered by ISS so the employee is paid for the extra time.

Overall, I have seen that the customers of ISS are satisfied with the service provided by the company. During my training period, I did not notice that there would be any major problems occur between ISS and the customer concerning the quality of service.

5 HUMAN RESOURCE DEVELOPMENT

Human beings are the only resource who can use their brains and do the work according to the company's needs and wants. Even the Robots and high technology that are used in different companies are the outcome of human resource development. All the Robots and technology are invented and monitored by skilled people. Development of human resources is essential for all organizations that would like to be dynamic and growth-oriented. Unlike other resources, human resources have rather unlimited potential to perform the different task. (Docsity 2016.)

Human Resources Development has been defined by various scholars in various ways. Some of the important definitions of Human resource development are as follows:

Human resource development is a series of organized activities, conducted within a specialized time and designed to produce behavioral change (Nadler 1969).

Human resource development is the process of developing and unleashing human expertise through organization development and personnel training and development for the purpose of improving performance (Swanson & Holton 2001).

Human Resource Development is the framework for helping employs develop their personal and organizational skills, knowledge, and abilities (Docsity 2016).

Human resource Development includes such opportunities as workers development, workers training, performance management and development of workers, mentoring, coaching, identification of key workers and organization development. Only with the focus of human resource development of the workers in a particular organization could develop the most superior work-force so that the organization and individual employees can accomplish their work goals in service to customers. (Docsity 2016.)

5.1 Advantages of Human Resource Development

Here I have listed some advantages of human resource development which are described below:

Improve the employees' skill-based capability: By providing such skill-based capability training to the employee, the abilities of an employee will be improved and it help to organization to maintain their quality and reduces the time of the work. Without proper training, the employee may be slow and waste the company re-sources and opportunities (Dessler 2011).

Increase employees' motivation: When provided an effective development program, the employee can be motivated because they progress well in workplace, they gain confidence in their work and they might find a new way and faster to finish their job which is beneficial to the organization (Ming 2002).

Form employees' attitudes: Getting such human resource development program, the confident level of workers increases which helps to form employees' attitude. With proper development program, it improves employees' skill, employees' attitudes towards work (Dessler 2011).

Increment of satisfaction: If employees are trained, they will learn more, improve their skills than ultimately feel satisfaction in workplace. When workers perform their work actively then the company will be satisfied with workers and they will start to think for the betterment of their workers (Legge 2004).

Improve effectiveness and performance of the company: After providing human resource development program to their workers, the company will have skilled employed who increases their performance toward the work and provide effective work and satisfied the customers. By this company growth their market and gain some new customers also (Schuler 1987).

5.2 Disadvantages of Human Resource Development

Here I have also listed some disadvantages of human resource development which are described be-low:

Waste of time: If the program is not taken seriously by either the company or the employees then it is waste of time for the company and for the worker. Moreover, the employee knows already that it is not necessary to provide such a program to the worker (Price 2007).

Waste of financial resources: This kind of a program is costly and is not profitable for the company until and unless the employee brings some profit for the organization (Budhwar 2004).

Negative attitudes: Some employees have negative attitude which might bring problems and they also may not want to get any training. If it occurs then the company might get some problems and could not perform well (Price 2007).

5.3 Finding Human Resource Development of ISS during training period

As an ISS worker, I received lots of training on issues such as safety at work, fire safety and most importantly chemical training. My work is based on the chemical and machine work. Thus, this kind of training helped me to work better and on time. Moreover, according to the rules of ISS, if there is single person than s/he cannot use big machine at work. There should be at least two people working to use

one machine. In case something happens, there should be someone to help him or her. According to the ISS rule, the more experienced the employee is at work, the more salary they pay for employee which encourages employees to give the best quality of work. Beside this ISS also collects feedback form their workers annually to know about the workers problem and to meet the possible demands of the worker if needed.

I have not had any problem with the company. I am fully satisfied with my supervisor and boss. However, in my point of view, the company should change the working area of their employees after a certain period of time. This would help employees to experience different work and they can learn different working skills. This would be profitable for the company because the company can analyze the performance of workers.

*(*Pages From 20-30 have been not published due to confidential nature of information)*

7 CONCLUSION

Generally, I found that every branch of ISS complies with the rules and regulations of the head office. Regarding the service quality provided to their customers and human resource development of their workers, the head office instructs the branch offices so that they can provide high service quality to every customer and to provide equal chances of human resource development to each employee. ISS works with Key Performance Indicators (KPIs) to evaluate the effectiveness and quality of the service, and to ensure transparency and that customers get the most out of the business relationship. Beside this, the quality and human resource development also depends on how the branch office implements the rules and regulation instruct by the head office. Even the quality is based on the worker's self-management capability and time management capability because the workers are the one who goes to do work in particular area. The skilled and well-trained manpower is needed for the good service quality. ISS provide different kind of training to their workers before they send their worker to working areas which results in the quality of service. For human resource development ISS is providing different kind of training on issue such as safety at work, fire safety and most importantly chemical training which can be useful even in the personal life of an employee. ISS is organizing different kind of health sports every year to motivate the workers to maintain healthy life. ISS also collect feedback form their workers every year to know the worker's problem and to meet the possible demands of the worker if needed.

From the survey, it could be seen that both ISS customer satisfying level of service quality and ISS worker satisfying level of human resource development is high. In every survey question the percentage of positive responses towards ISS from its customer and worker was more than 60%. Although there is very high competition in the cleaning business, ISS did not reduce the quality of service or human resource development to compete with its competitors. ISS has managed to find balance of service quality and human resource development. In fact, ISS is increasing the service quality by focusing on human resource development of their workers. Workers are the ones who perform work at the particular area and the service quality directly depends on the particular worker. Thus, by the human resource development of their employees, ISS has managed to be the best outsourcing company in the world.

Besides of positive response towards ISS from its customers and workers, a few negative responses towards the same company by its customers and workers was noticed. The management should focus on

the negative response and solve this problem as soon as possible using possible opportunities and improvements. The following things could help ISS to solve negative response of its customers and ISS workers regarding service quality and human resource development respectively: -

- Different kind of a training program should be carried out regarding the Quality and human resource development.
- Enough time should be provided to the employee so that s/he can provide high quality service.
- Work safety should be ensured to the employee so that s/he can concentrate on the work.
- The salary of worker should be increased according to the experience and difficulty of work.
- Detailed information about the chemicals used during the work should be provided to the employee.
- Meetings and seminars should be conducted from time to time to solve the employees' problems.
- A good relation should be maintained with the customer to know about their view on the ISS.

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The survey was done to find out the answer of the following question:

Service quality part:

- Is ISS service consistent?
- Is ISS generating enough value to your purpose?
- Are you satisfied with the quality provided by ISS what you paid for?
- Is the ISS providing their services on time?
- How is the ISS workers attitude towards your work place?
- Do you want any improvement from ISS? If yes then what

Human Resource development part:

- Does ISS provide enough training before you start a new work?
- Is ISS listening your work problem?
- Do ISS provide enough different kind of skills and training that can be used in your personal life?
- Are you satisfied with the salary that ISS paid for your work?
- Do you want any improvement from ISS? If yes then what

