

TYPES OF SKILLS IN THE STRUCTURE OF THE SERVQUAL METHODOLOGY

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Abstract: Finding a balance between soft and hard skills of employees is one of the most important issues facing the management of any organization, because it is related to the quality of the production process. As soft and hard skills are transformed into criteria for assessing product quality, they would find application in its assessment methods. Hard skills, also called "technical" skills, are material: knowledge and experience. They are acquired through education. They are related to work and profession. Soft skills are the way people work. These include personal qualities, interpersonal skills, communication motivation, adaptability, creativity, time management, problem solving and conflict. The transformation of skills into quality criteria is carried out by finding new characteristics and improving the old characteristics of the product and service and production processes. The SERVQUAL methodology is based on the Grönroos Concept of the nature of the service consisting of two qualities: technical quality (key benefit to the user or what users receive or the technical result of the process) and functional quality (process quality or how users receive the technical result). , called by Grönroos "expression of service performance"). The Reliability criterion represents the provision of the service at the right time and presents soft skills to the staff. The criterion Responsiveness, timeliness and efficiency of the staff in carrying out medical activities. This criterion refers to soft skills because it is a functional quality, but in a sense it can be interpreted as a hard skill when the delay in medical activity is due to ignorance and incompetence, often fatal. Therefore, the criterion of reliability is mixed - it contains soft and hard skills. The confidence / security criterion for the activity to be safe. It is such when there is knowledge and experience on a given medical problem. The criterion is technically related to solid skills. Criteria Compassion individual approach to each patient. It is possible in the presence of knowledge and experience - hard skills. On the other hand, the orientation of the staff towards the users / patients is related to knowledge as a result of empathy, therefore the criterion has an aspect of soft skills. The SERVQUAL methodology contains criteria that are heterogeneous in terms of sub-criteria in the context of soft and hard skills. Criteria with purely technical / solid skills are materiality and security. Criteria with pure soft skills and reliability. Mixed criteria are responsiveness and compassion.

Keywords: soft skills, hard skills, Grönroos concept, Method SERVQUAL.

1. INTRODUCTION

Finding a balance between soft and hard skills of employees is one of the most important issues facing the management of any organization, because it is related to the quality of the production process. As soft and hard skills are transformed into criteria for assessing product quality, they would find application in its assessment methods.

2. TYPES OF SKILLS

By "skill" is meant the ability to do something based on knowledge and experience. In a broad sense, skill refers to skill, dexterity, agility, dexterity. [1] There are two types of skills - hard and soft (Table 1).

Table 1 Types of skills and characteristics

Skills	Characteristic
Solid - I-aspect of the concept of skills	Easy to learn; Measurable; Easy to evaluate.
Knowledge and experience	The experience in the profession and the presence of continuity are related.
Soft - II- aspect of the concept of skills	Difficult to learn; Hard to measure; difficult to assess. The qualities of the personality are connected. Congenital, individual and therefore difficult to manage

Skillful, skill, dexterity techniques; Adaptability and communication, creativity, ethics, time management; motivation; Criticality; problem and conflict resolution.	
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Hard skills, also called "technical" skills, are material. These include knowledge and experience. Knowledge and experience are acquired through education, training programs and concentrated efforts of the individual. They are associated with the ability to cope with work and profession.

Soft skills are the way people work. They include personal qualities such as: skill, dexterity, agility, dexterity, are specific to the individual, they are primarily innate and little studied. Also, interpersonal skills, communication motivation, adaptability, creativity time management, problem solving and conflict. The qualities of the personality are connected and are partly innate, therefore - individual and non-technical.

The transformation of skills into quality criteria is carried out by finding new characteristics and improving the old characteristics of the product and service and production processes due to market competition and consumer needs, and their measurement forms the methods of quality assessment. This transformation builds the management process.

3. TYPES OF SKILLS IN THE STRUCTURE OF THE SERVQUAL METHODOLOGY

The SERVQUAL methodology is based on the Grönroos Concept of the essence of the service, according to which it consists of two qualities: technical quality (key benefit to the user or what users receive or the technical result of the process) and functional quality (process quality or how consumers get the technical result, called by Groenroos "expression of the performance of the service").

The "SERVQUAL" methodology by Parasuraman, Zeithaml and Berry (1985) is the most well-known tool for measuring the functional quality of the service, applicable to the hospital environment and other services in the industry. SERVQUAL is designed to measure only functional quality. But functional quality cannot be maintained without accurate diagnoses and procedures, which is why technical quality is the focus of current research in a number of organizations.

Parasuraman, Zeithaml and Berry offer five dimensions in the SERVQUAL "ideal" service model - physical condition, reliability, responsiveness, confidence, empathy. The physical state (tangibles) includes everything material and tangible for the user of the product / service. Reliability is the ability of an organization to deliver on what has been promised to the user accurately and on time. Responsiveness is the reaction of the organization to the wishes of the user. Assurance is perceived by the user as a competence of the one who performs the service. Empathy - the desire to understand the needs of each individual user and the willingness to provide an individual service (Table20).

Table 2 Criteria of "ideal" service model

№	Quality criterion	Rating of perception	Rating of expectations	Quality factor Q
M1	The hospital has modern machinery and equipment			
M2	The interiors of the hospital premises are in excellent condition			
M3	The hospital staff is nicely dressed and tidy			
M4	The appearance of the information materials (booklets, brochures) in the hospital are attractive			
Q MATERIALST (M1 – M4)				
R5	The hospital is fulfilling its promises to provide the service on time			
R6	If consumers have boring problems, the hospital tries to solve them sincerely			
R7	The hospital has a solid reputation			
R8	The services of the hospital are provided to the users accurately and			

	on time			
R9	The hospital avoids mistakes and inaccuracies in its operations			
Q RELIABILITY (R5 – R9)				
O10	The hospital staff is disciplined			
O11	The hospital staff provides the services quickly and efficiently			
O12	The hospital staff always helps its users to solve their problems			
O13	Hospital staff responded quickly to users' requests			
Q RESPONSIBILITY (O10 – O13)				
S14	There is an atmosphere of trust and mutual understanding between the users and the staff of the hospital			
S15	Consumers feel safe in their relationship with the hospital			
S16	The hospital staff is polite to the users			
S17	The management of the hospital provides all possible support to the staff for effective customer service			
Q SECURITY (S14 – S17)				
E18	An individual approach is shown to the users in the hospital			
E19	The staff of the hospital is personally involved in solving the problems of the users			
E20	The hospital staff knows the needs of its users			
E21	The hospital staff focuses on consumer issues			
E22	The working hours in the hospital are convenient for all users			
Q EMPATHY (E18 – E22)				
GLOBAL QUALITY COEFFICIENT (SQI)				

A questionnaire method of “Expectations for medical service” and “Perceptions of medical service” is used according to the five criteria of the SERVQUAL methodology, as each criterion is divided into 4 or 5 sub-criteria (22 sub-criteria in total), adapted to medical service and medical institutions: Q - materiality (tangibility) - (M1 - M4); Q - reliability (H5 - H9); Q - responsiveness (O10 - O13); Q - conviction (confidence) - (U14 - U17); Q - empathy (empathy) - (C18 - C22). Respondents answered the questions using the Likert scale ("Absolutely disagree" - "Absolutely agree").

For each of the determinants, the private quality index is taken into account - the difference between perception and the expected level of service. The values obtained are averaged and the total quality index is calculated as an average. The high quality of the provided service is evidenced by the non-negative significance of SQI (the perceived quality of the received service is assessed not lower than expected). Positive value of the total QSI means - high quality. The negative significance of the overall QSI - poor service or the presence of Gap 5 on the Gap Model.⁶

The Materiality criterion refers to solid skills because it contains the sub-criteria medical machinery and equipment that are directly related to the profession. Information materials refer to patients' rights to be informed.

The Reliability criterion represents the provision of the service at the right time and presents soft skills to the staff. The criterion Responsiveness, timeliness and efficiency of the staff in carrying out medical activities. This criterion refers to soft skills because it is a functional quality, but in a sense it can be interpreted as a hard skill when the delay in medical activity is due to ignorance and incompetence, often fatal. Therefore, the criterion of reliability is mixed - it contains soft and hard skills.

The confidence / security criterion for the activity to be safe. It is such when there is knowledge and experience on a given medical problem. The criterion is technical and refers to solid skills.

⁶ The model presents the basics for measuring customer satisfaction by using the difference between consumer expectations and the experience of consumer perceptions, etc. Satisfaction gap.

Criteria Compassion individual approach to each patient. It is possible in the presence of knowledge and experience - solid skills. On the other hand, the orientation of the staff towards the users / patients is related to knowledge as a result of empathy, therefore the criterion has an aspect of soft skills.

Therefore, the SERVQUAL methodology contains criteria that are heterogeneous in terms of sub-criteria in the context of soft and hard skills. Criteria with purely technical / solid skills are materiality and security. Criteria with pure soft skills is reliability. Mixed criteria are responsiveness and empathy.

4. CONCLUSIONS

- The SERVQUAL methodology is heterogeneous in terms of criteria for assessing the quality of medical activity.
- Soft skills are important, but they cannot exist on their own, because they ignore the experience and continuity in the production (hard) that creates the product. Soft skills help to understand the perception of the product and service.
- Hard skills can be independent, especially in extreme situations, such as medical emergencies.

An analysis of the criteria in the SERVQUAL methodology, based on Grönroos' concept of functional quality, found that the criteria were heterogeneous: they contained sub-criteria that were defined as hard skills and sub-criteria as soft criteria. This is a reason for future adjustment.

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