



The Influence of Service Quality Management, Organizational Culture, and Organizational Resilience on University Performance in China

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Abstract

The impact of service quality management, organizational culture, and organizational resilience on university performance in China is investigated in this study. To acquire empirical data from instructors and employees, multi-stage sampling is performed. To investigate overall quality management and innovation at institutions in Anhui Province, China, 390 individual questionnaires were collected, and 18 department interviews were conducted. According to the survey, there was a high level of dependability and empathy among respondents' concerns about service quality management (SQM) and organizational resilience. Data from both quantitative and qualitative sources is useful, and confirming component analysis and tests of convergent and discriminant validity for each variable investigate the construct validity of the scale. A path analysis is carried out to see if the hypothesis and organizational culture mediate the route, and qualitative research is carried out through in-depth interviews. Confirmatory factor analysis, with metrics such as $\chi^2 = 1.444$, TLI = 0.987, CFI = 0.991, and RMSEA = 0.035, is used to determine the convergent and discriminant validity of latent variables. Further testing of each item's factor loads finds that each load is between 0.650 and 0.861, and the dimensions' CR and AVE meet the acceptable norms. The association between service quality management, organizational resilience, organizational culture, and university performance was investigated using a main effects model. Future research should look into the effectiveness of leadership development programs and methodologies, as well as the impact of technology and cultural issues. Research on service quality and organizational flexibility in modern universities can be applied to work systems and administration, leading to increased productivity and a positive image. Universities can develop strategies for creating a positive image and reputation by fostering innovation, creativity, and collaboration among staff and students. This can be achieved by investing in technology, infrastructure, and teamwork.

Keywords: Service Quality Management, Organizational Culture, Organizational Resilience, University Performance in China



Introduction

Chinese higher education has undergone significant changes, including massification, marketization, and privatization. However, concerns like unequal opportunities, job insecurity, and regional disparities hinder expansion (Jiang, J. (2017).; Icli, G., & Anil, N. (2014). The HEDQUAL Model emphasizes quality for global rankings and accreditation. Structural reforms have led to simplified administration, increased responsibility for higher education institutions, and a two-tiered framework. Scholarship programs, loan, stipend, and part-time job programs are now common

The Ministry of Education is reforming examinations, recruiting talents, and expanding school autonomy. Colleges play a crucial role in education, research, and knowledge development, while developing countries focus on knowledge workers. Service quality in higher education is measured using SERQUAL, which consists of five dimensions: tangibility, reliability, and tangibility. Organizational resilience is essential for detecting, responding to, and converting risks into safety. Fragmented research on organizational resilience has led to systematic improvements in adaptability, agility, flexibility, profitability, and employee motivation (Ortiz-de-Mandojana, N., & Bansal, P. (2016). Organizational culture, consisting of shared values, structure, and regulatory methods, has become increasingly important in today's fast-paced and unpredictable world. By understanding these models and applying resilience appropriately, individuals and organizations can thrive in today's dynamic environment (Haff (Haffar, M., et al. (2019)

Service quality in higher education is crucial for productivity and financial success, affecting customer satisfaction, transforming schools and organizations, and enhancing the quality of education (Hoque, A.K.M.F., et al. (2017). Globalization promotes reform, innovation, and quality assurance in higher education. This study examines service quality in higher education, highlighting its usefulness in improving institutions' performance and meeting stakeholder expectations. By adopting innovative approaches to service delivery, institutions can enhance their operational and financial performance while improving the overall quality of their offerings (Antunes, M. G., et al.. (2017); Yao, R., et al. (2019).

Studying service quality management, organizational culture, and organizational resilience is essential for understanding the impact of these factors on performance. This mixed-method study investigates the influence of organizational culture, resilience, and service quality management on university performance in China's higher education institutions. The sample includes 15 universities, including Anhui Normal University, Anhui Medical



University, Anhui Agricultural University, Anhui Architecture University, Anhui University of Technology, and Anhui University of Science and Technology. The research aims to provide insights into the impact of service quality management, organizational culture, and organizational resilience on university performance in China.

Objective of research

- 1) explore the current situation of service quality management, organizational culture, and organizational resilience in China universities
- 2) To identifying the impact of service quality management, and organizational resilience on university performance in China
- 3) To examine the organizational culture positively mediates among the links of the service quality management and organizational resilience on university performance in China. According to the research, service quality management and organizational resilience both have a favorable impact on university performance in China. These connections are mediated by organizational culture.

Literature review

The role of Total Quality Management

This literature review examines the role of Total Quality Management in improving education delivery in higher education institutions by fostering trust, participation, cooperation, and continuous improvement. It analyzes case studies and their patterns, benefits, and limits. The study is divided into four sections: Quality Management, Organizational Culture, Resilience, Performance, China Higher Education, and Anhui University (Isaac, O., et al. (2017).; Black, S. A., & Porter, L. J. (1996)

Total Quality Management aims to improve education delivery by fostering trust, participation, cooperation, and continuous improvement. However, successful implementation faces challenges such as lack of commitment, inadequate vision, government influence, skilled professionals scarcity, self-evaluation resistance, and organizational insecurity. Quality management principles include prioritizing clients, fact-based management, the PDCA Cycle Principle, prevention over rectification, and employee participation (Chen, C. T. (2016).



Awards-based frameworks, such as the Malcolm Baldrige National Quality Award (MBNOA), European Quality Award (QA), Deming Prize, and Australian Business Excellence Award (ABEA), can be used to implement quality management strategies. Service quality is crucial for achieving goals such as developing trust, improving satisfaction, and cultivating loyalty in business competitiveness and success (Annamdevula, S., & Bellamkonda, R. S. (2016). Mansori et al., 2014; Teeroovengadum, V., et al. (2019).

The function of higher education is better understood through fostering leadership capabilities, spreading fresh information, increasing the gross enrollment ratio, interpreting and redefining ideas, fostering international cooperation, producing educated and skilled individuals for society, encouraging equity and social justice, and reducing the impact of social and cultural inequalities (Afriadi et al., 2016; Mansori et al., 2014). Satisfied consumers boost a company's market share through improving service quality (Venkateswar Meher and Rajashree Baral, 2019).

Concept of Organizational Culture

Organizational culture significantly impacts company performance, values, job satisfaction, and collaboration and is influenced by external factors like consumers, competitors, and economic situations. Clan culture values interpersonal interactions; adhocracy emphasizes unity, morality (Haffar, M., et al. (2019). Organizational culture shapes employee values, beliefs, and actions through clan, adhocracy, hierarchy, and market cultures. Executives must develop a culture aligned with the company's aims and beliefs (Haffar, M., et al. (2019). Organizational culture, including clan customs, adhocracy culture, hierarchical culture, and market culture, influences employee engagement, productivity, and success. Hierarchical culture prioritizes formal structure, while organizational culture (OC) is a framework of values, beliefs, and learned ways. It is explained by four models: culture as a learned thing, belief system, strategy, and programming of the mind (Krobbuaban, W. et al., (2021). Due to its potential to stifle creativity and restrict experimentation in accordance with company goals, values, and industry norms, this strategy might not be appropriate for all businesses or industries.

Concept of Organizational Resilience

Organizational resilience is a concept combining coping and contingency theories, but no unified concept exists due to the scarcity of samples and complex empirical investigations. Some argue it is contextual (Linnenluecke, M. K. (2017). Others say that organizational



resilience is a dynamic process involving the ability to adjust to changing circumstances and learn from previous experiences. Organizational resilience is crucial for survival and growth in today's uncertain world. It allows for better crisis response, rapid recovery, and maintaining a competitive advantage. Building resilience requires a comprehensive approach, including a resilient culture, training, crisis management strategies, and strong stakeholder relationships.

Organizational resilience theory aids businesses in overcoming obstacles, particularly in disaster-prone situations, through self-training and sustained HR concepts and policies. (Xiao, L., & Cao, H. (2017). Organizational resilience is a growing topic, focusing on resource allocation, relationships, and actions. High resilience results from coordinated use of physical, human, and financial resources. Core human resource coordination enhances organizational adaptability to rapid changes, enabling organizations to thrive and overcome adversity (Bustinza, O. F., et al. (2019). Organizational resilience is critical for organizations to adjust to market changes and retain a competitive advantage. Organizational resilience is essential for managing critical information, decision-making, and social interactions, influenced by factors like mental state, social networks, culture, and leadership, enabling adaptation and resilience. (Linnenluecke, M. K., 2017)

Related of Organizational Performance to China higher education

China's rapid expansion in the 20th century led to concerns about quality in higher education. To combat globalization, reform, innovation, and quality assurance measures are necessary. Countries like the US, France, Australia, and the US have established quality assurance organizations. China's "Education Modernization 2035 in China" document proposes strengthening the education quality standard system (Ma, J. (2020) Academic community emphasizes education's importance for creative expression and innovation, impacting nation's economy and modernizing education system by 2035

Growth is crucial for OP, influenced by entrepreneur characteristics, organizational characteristics, and business management practices in small and medium-sized enterprises (Krobbuaban, W. et al.,(2021). Organizational growth is influenced by location, ownership, size, and management practices; performance management enhances employee happiness, innovation, and creativity (Shmailan, A.S.B. (2016), Integrating the Internet in employees' jobs improves efficiency, knowledge acquisition, and communication quality, but a holistic approach is needed for effective management and motivation. (Utin, N. H., & Yosepha, S. Y. (2019). Employee performance is crucial for organizational success; motivation, autonomy, flexible work, and decision-making support improve (Islami, X., et al.(2018).

Employee performance is crucial for organizational success; motivation, autonomy, flexible work, and decision-making support improve. Workplace discipline, leadership style, and motivation are crucial for PT. Trakindo Utama Pontianak's employee performance. (Pawirosumarto, S., et al. (2017).; Smith, M., & Bititci, U. S. (2017); Utin, N. H., & Yosepha, S. Y. (2019). Holistic approach addresses leadership style, motivation, work ethic, employee satisfaction. (Isaac, O., et al. (2017). Innovation performance measures employee efficiency in meeting stakeholder expectations; performance management involves agreement, measurement, support, feedback. (Ma, J. (2020).

Teeroovengadum, V., et al.(2019) found that technical, image, and perceived value are more important to customer satisfaction than functional service excellence. Study focused on service quality assessment techniques, while Johnson, E. et al. (2018). study questioned customers about their favorite and fun approach. Study emphasized direct feedback in management. Organizational culture significantly impacts productivity and working life quality, and research on both financial and non-financial indicators is crucial. Dianawati, S. et al. (2019). found that organizational resilience modifies the link between culture and performance. In Brazil's metal-mechanical sector, stock level (SLE) and supplier quality score (SQS) were investigated to help managers handle upsetting circumstances. found that client interactions, service marketing management, and institution image affect customer perception of private universities in North Sumatra Province. To gain greater community acceptance, a favorable image should be developed.

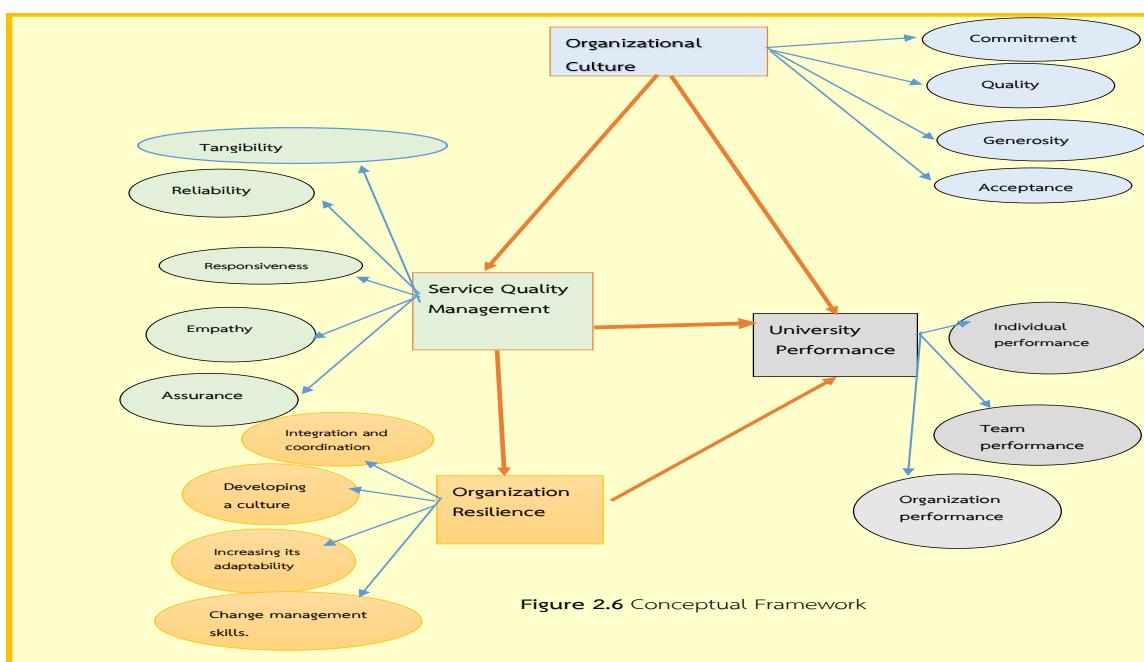


Figure 1 Conceptual framework



Research Methodology

This study investigates the impact of service quality management, organizational culture, and organizational resilience on university performance in China. It focuses on Anhui Normal University and Fuyang Normal University, analyzing the impact of service quality, resilient organization, and university culture on performance. The research employs a quantitative and qualitative methodology, analyzing staff perspectives, student perceptions, and organizational culture. This study aims to explore the influence of service quality management, organizational culture, and organizational resilience on university performance in China. A sample size of 389 persons was used for data analysis, with a five percent deviation. The research was conducted using anonymous and confidential surveys and a database for statistical analysis. The study selected three types of universities in Anhui Province: Project 211, Provincial Key Universities, and ordinary universities. The researchers used stratified random sampling to divide the list of universities by business segment. The study selected senior management representatives from each organization, who play crucial roles in staff support and organizational competitiveness.

Data Collection and Analysis

Data collection is essential for research, using surveys and statistical analysis to gather information. This study used an online survey, evaluating validity, accuracy, and reliability using Cronbach's Alpha and descriptive statistics. The research used regularity analysis, descriptive analysis, and structural equation modeling to analyze data on university trust in Anhui Province. It focused on dominant status groups' impact on university performance, social justice, and political buffering. The study explores the impact of organizational culture, resilience, and service quality management on university performance in China, identifying critical factors and influencing variables.

Results of Research

The study investigates the impact of service quality management, organizational culture, and organizational resilience on university performance in China. A mixed-method approach involved qualitative interviews and quantitative research, analyzing variables influencing service quality and innovation in 15 universities in Anhui Province. The aim was to improve institution effectiveness by examining academics and teaching staff's perspectives on service quality, resilient organization, and university culture. The study collected 390 questionnaires from 210 academic and 180 support staff members, with a 100% recovery rate.



The majority were males, possibly due to societal norms or societal factors. Researchers must address potential biases by oversampling underrepresented groups or using alternative methods.

Descriptive Statistical Analysis

1) To explore the current situation of service quality management, organizational culture, and organizational resilience in China universities

This study surveyed 390 coaches in China, focusing on service quality management, organizational culture, and organizational resilience. The results showed that service quality management (SQM) had the highest overall mean score, with facilities, equipment, and persona appearance being essential for creating a positive work environment. Organizational resilience was also important, with a mean score of 3.71 and a standard deviation of 0.984. To address issues like inequity, poverty, and climate change, universities must work together, coordinate resources and knowledge, prioritize customer satisfaction, employee engagement, and continuous improvement, invest in technology, expand into new markets, and create a diverse workplace culture. The research emphasizes the importance of collaboration among universities in addressing pressing issues, but there is room for improvement in sharing resources and knowledge.

The research reveals high concerns about organizational culture, quality, commitment, and university performance. Stakeholders have medium understanding of development goals, while service quality management (SQM) and organizational resilience are high. To address these concerns, institutions should implement transparent processes, incorporate rigorous evaluation methods, and adopt more inclusive processes for stakeholder engagement. The data from the organization culture and university performance scales is suitable for further research.

2) To identifying the impact of service quality management, and organizational resilience on university performance in China

Confirmatory factor analysis is a statistical method used to determine the convergent and discriminant validity of latent variables in survey data. The model's parameters include $\chi^2=1.444$, $TLI=0.987$, $CFI=0.991$, and $RMSEA=0.035$. The model's CR and AVE meet appropriate standards, indicating good convergence validity. The Confirmatory Factors Analysis of Organizational Resilience (CFA) method also confirms the model's fit, with χ^2 and DF values of 2.520, NFI (Normed Fit Index), TLI (Tucker-Lewis' index), CFI (comparative fit index), and RMSEA (mean square and square root of asymptotic residuals).



This research develops a structural equation model involving service quality management, organizational resilience, culture, and university performance. It measures the overall adaptation degree of inspection, with GFI and AGFI evaluation standards slightly below 0.9 and Hair evaluation standard slightly above 0.9. The model can enhance organizational resilience and entrepreneurial leadership skills through education and teamwork.

3) To examine the organizational culture positively mediates among the links of the service quality management and organizational resilience on university performance in China. The study found a positive relationship between service quality management, organizational resilience, an intermediary variable of organization culture, and university performance in China. Service quality management positively impacted university performance, while organizational resilience had a positive effect. The mediation hypothesis was established, using the stepwise test method, bootstrap method, and Sobel test technique. The mediating effect of service quality management, organizational culture, and organizational resilience was 0.007, with a 95% confidence interval of -0.027, 0.143. The study concluded that there is a strong link between organizational culture, university performance, and organizational resilience in China. The study found that service quality management, organizational resilience, and organizational culture positively impact university performance in China. Prioritizing student-centered education, fostering organizational culture, and prioritizing customer satisfaction and continuous improvement are crucial. Chinese universities offer diverse programs and opportunities for aspiring scholars.

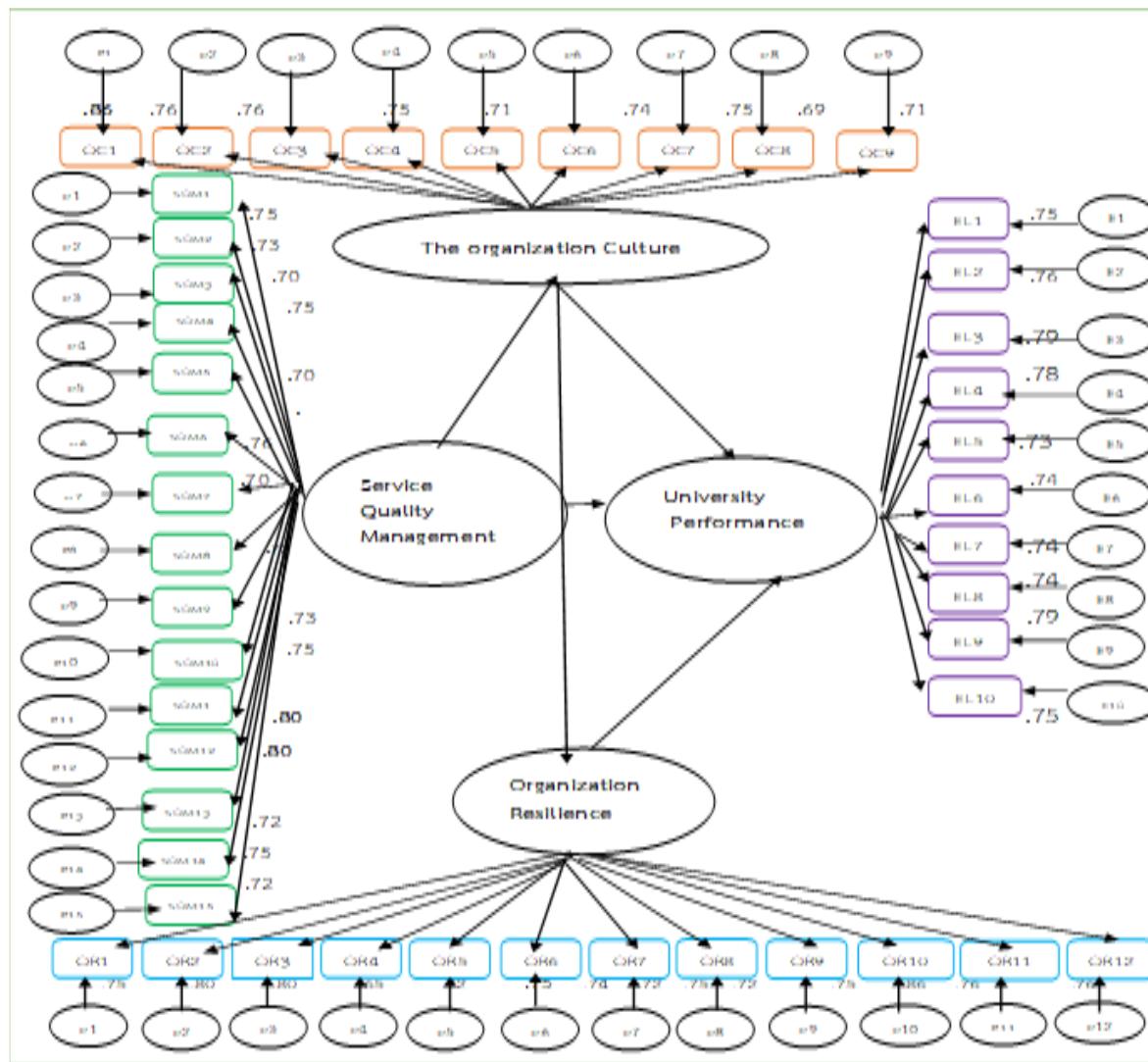


Figure 2 Show Qualitative Research: Analysis of Qualitative Data

The study found that service quality management, organizational resilience, and organizational culture positively impact university performance in China. Prioritizing student-centered education, fostering organizational culture, and prioritizing customer satisfaction and continuous improvement are crucial. Chinese universities offer diverse programs and opportunities for aspiring scholars.

Research shows consistency in quality management, flexible organization, and organizational culture impacting university performance.

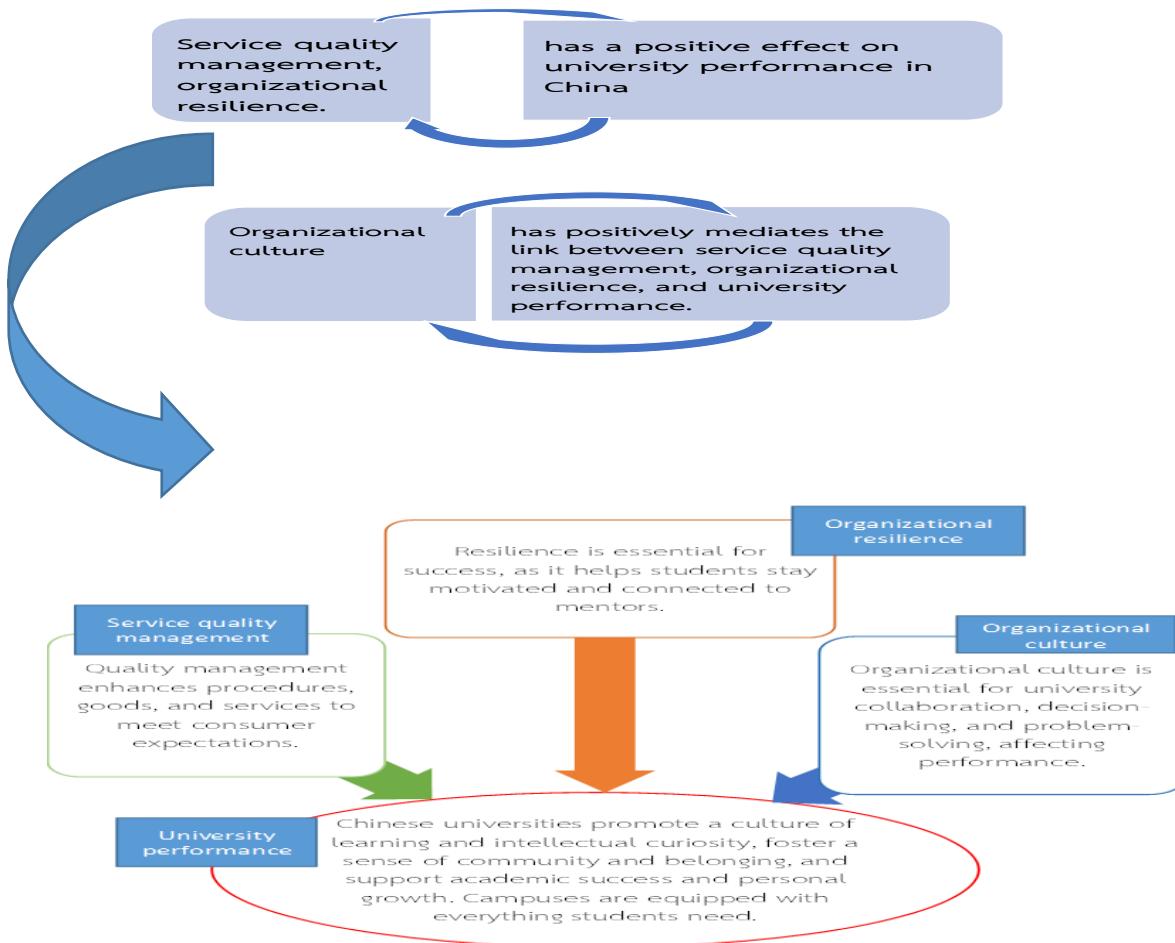


Figure 3 Identifying the impact of service quality management, and organizational resilience, the organizational culture on university performance in China.

Discussion of Research

We have demonstrated a clear pattern of consistency in both content analysis and relationship patterns, which have some restrictions and are consistent with other study concepts and outcomes, based on the findings of both quantitative and qualitative research:

The research highlights the importance of service quality management in addressing issues like inequity, poverty, and climate change. It emphasizes the need for collaboration among universities to address these issues. The study found that respondents expressed high concern about organizational resilience (OR) in change management skills, with academic staff needing strong leadership and communication skills to manage changes effectively. The overall mean score of organizational culture (OC) is not satisfactory, indicating a need for improvement. Universities should focus on developing a positive and supportive work



environment that fosters growth and development. This can be achieved through strategies that encourage open communication, teamwork, and collaboration among employees. Additionally, investing in employee training and development programs can boost morale and motivation, leading to increased productivity and job satisfaction. Chinese universities are leading the way in offering Mandarin educational programs, cultural events, sports clubs, and volunteer opportunities that enhance the overall university experience. By investing in quality management practices, universities can attract and retain top talent while improving their overall performance. Prioritizing communication skills and investing in cutting-edge technologies can maximize the benefits of organizational culture. The above research results are consistent with the research of both studied the role of service quality management in student re-enrollment. Found that organizational culture correlates with work-related attitudes and attitudes correlate with behavior. Dianawati, S. et al. (2019). and found that a positive university image is essential for attracting and retaining students. To create a positive image, the university can leverage digital marketing strategies and maintain transparency and accountability.

The study on poverty, climate change, and organizational resilience (OR) found high concerns about change management skills among respondents. To enhance OR, organizations should focus on fostering a positive work environment, promoting open communication, teamwork, and collaboration, and investing in employee training and development programs. Chinese universities are leading in promoting quality management practices, attracting and retaining top talent, and embracing initiatives like Mandarin educational programs. Prioritizing communication skills and investing in modernization can also enhance organizational performance.

Suggestions of Research

1) Research on service quality and organizational flexibility in modern universities can be applied to work systems and administration, leading to increased productivity and a positive image. Universities can develop strategies for creating a positive image and reputation by fostering innovation, creativity, and collaboration among staff and students. This can be achieved by investing in technology, infrastructure, and teamwork.

2) The model of quality service can be applied to improve student services, attracting more students and increasing the university's reputation. This can be achieved by identifying areas for improvement, such as mental health resources and career counseling, which can create



a supportive environment for students. Understanding the needs of a diverse student population and tailoring services accordingly can lead to increased satisfaction and retention rates.

3) Investing in the quality of services is crucial for universities, as it is more cost-effective to retain existing staff and students than to recruit new ones. Investing in professional development of academic staff and support staff, creating a value for the university's culture, developing learning resources, fostering a strong sense of community, investing in technology and infrastructure, and staying current with industry trends and best practices are essential details in development. These key areas will ensure institutions provide excellent educational experiences and support for the future.

Further research

1) Future research could investigate the efficacy of leadership development programs and approaches, the influence of leadership development on outcomes, the role of technology in leadership development, and the impact of cultural factors on leadership development in diverse educational institutions.

2) In the future, other researchers may consider studying team culture variables or service innovations. Studying team culture variables can help understand the behavior and attitudes of employees towards their work, while exploring service innovations can provide insights into new organization opportunities and strategies.

3) Furthermore, in addition to quantitative and qualitative research, action research can be conducted in future studies by developing service innovation. Action research is a participatory approach that involves collaboration between researchers and participants to create tangible solutions to complex problems. It can lead to meaningful improvements in services and benefit society as a whole.

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