

Review

Management by process and quality of service, in organizations: A literary review

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Abstract: The process management variable and the service quality variable date most prominently from the beginning of the last century, and therefore, in organizations from different parts of the world, whose search was to contribute effectively to administrative tasks, facing the challenges of constant changes and evaluations. In Peru, both variables were implemented since 2018, by technical standards, in order to contribute and improve public institutional work. Thus, the objective was to know the most outstanding characteristics of process management and service quality, using studies from different entities at the ecumenical level and revealing their main benefits of application and contribution. Furthermore, based on the systematic and methodical review of scientific articles from databases indexed to multiple journals, which are registered and organized in databases such as WOS and SCOPUS, thus theorizing their authors and perspectives. For this study, the documentary analysis technique and the data collection guide were considered as an instrument; in accordance with the PRISMA method. Finally, it is concluded that process management are methods available in an organization to provide effective results using resources efficiently, with dimensions of analysis, monitoring, and process improvements, contributing to organizational and strategic productivity; Likewise, the quality of the service is user satisfaction when judging the value of some service, dimensioning, analyzing needs, as well as evaluating, supervising and improving the service, fulfilling needs with knowledge of their expectations.

Keywords: management; processes; quality; service; models of excellence; quality management

1. Introduction

Organizations are constantly facing challenges of constant change due to the highly competitive environment, thus requiring their processes to be highly active and always being evaluated; therefore, the incorporation of qualitative methods within the processes justifies their quality, in the hope of satisfying the user (Cervera, 2022). Thus, organizations have the duty to strengthen the technical capabilities of their workers, with the approach of tactics in order to reduce the reluctance to change, and strengthening leadership; in order to effectively implement the processes, which constantly ensure the progress outlined in a proposed interval (Boñón et al., 2023). Process management is applicable to any organization in the world, investing in technology and other administrative resources, allowing significant benefits in terms of effectiveness, performance and governance, all expressed in tangible and quantifiable achievements (Boñón et al., 2022).

Consequently, this variable has been effectively contributing with ease in business management, in the exchange of information, in efficient organizational actions, as well as in the excellent service; adequately propitiating the effort and its

resources in favor of what the interested parties require (Deza et al., 2023). The process management approach is seen as a set of management based on procedural applications, allowing modeling, execution, monitoring, and presentation to the user, based on the integration of functionalities of new and existing information methods (Gudelj et al., 2021).

Internationally, service quality tends to be one of the elements that organizations value in order to meet users' expectations (Marchan et al., 2023). It allows organizations to achieve a methodical and optimal performance, improving their positioning in the market, as well as constituting a relevant source of information for experts and connoisseurs of any economic occupation. It also establishes a functional structure, together with an appropriate planning with its policies and standards, specifying the objectives and essential methods, in order to meet the goals, set strategically (Garcia and Masclef, 2023). At present, both private and public entities, committed to providing goods or services, take into account customer service; a service of excellence that has become a continuous obligation in order to improve organizational processes, fully complying with the mission of the institution, and being the justification for dynamically offering a pleasant service to users, mainly in public institutions (Vicuña et al., 2023).

It is essential that organizations insert a stable method for making correct and well-informed decisions, in the interest of improving results; for which, they must establish quality and prolificness guidelines, implementing permanent improvement components (Rodriguez and Anticono, 2023). Similarly, service quality is conceived as the disparity that exists between the required user possibilities and the perceptions obtained after receiving a service; moreover, when an entity meets the user's expectations, it is consolidated as user satisfaction, with a tendency to be reiterative with their loyalty (Silva et al., 2021).

This article contributes to the bibliography of process management and service quality, with the purpose of showing theories or approaches applied to address and understand various specific aspects necessary; therefore, this study seeks to provide answers to the following question (Rotbei et al., 2024), What are the most notable characteristics of process management and service quality; for which the following objective is proposed: know the most outstanding characteristics of process management and service quality.

2. Materials and methods

It was carried out, based on the systematic review, considering articles published within the last 5 years and in 3 different languages (Portuguese, English and Spanish), in registered and ordered journals, whose databases are WOS and Scopus, being these the most important and referential sources of international information as a quality standard (Aguiar et al., 2021); additionally, other sources of information and Peruvian legal regulations were considered. The systematic review is identified by using an advantageous procedure, allowing the selection of relevant studies on a given topic, to later analyze them carefully and evaluate their results (Khan et al., 2022). Furthermore, it consists of synthesizing the conclusions of all research, with the purpose of arguing a specific question; being of a narrative nature, allowing to recommend and organize

all relevant information (Manterola et al., 2023).

The systematic review is based on three phases: 1) planning or organization, 2) performance or elaboration, and 3) reporting; and each phase has its respective stages (García-Peñalvo, 2022). The elaboration of a systematic review is summarized in five technical stages: a) Identification of relevant keywords; b) Selection of the studies described in the qualified databases; c) Evaluation of the selected articles, with inclusion and exclusion criteria; d) Extraction of appreciable information; and e) Synthesis of the extracted informative data (Blásquez and Sanchis, 2023). The following keywords were identified: “management” and “processes” (in the process management topic), as well as “quality” and “service” (for the service quality topic); thus, developing a sequence of records based on the described topics, in order to reduce the large usable bibliography, also setting inclusion and exclusion criteria (Page et al., 2021).

Results obtained from the method

68 bibliographic references were obtained, from a total of 1343 cited articles from the Web of Science and Scopus databases, in addition to 2 technical standards and 1 web page; expressed in the PRISMA flowchart in **Figure 1**.

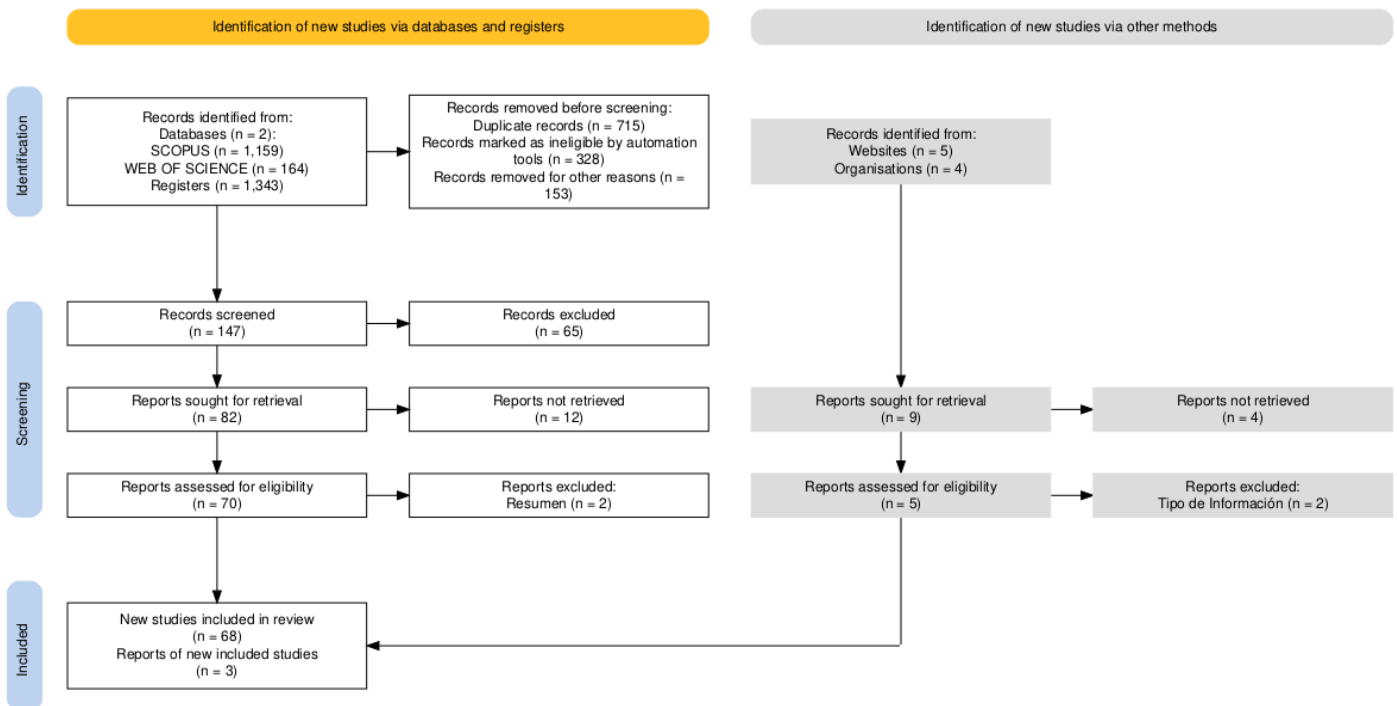


Figure 1. PRISMA flowchart—eligible documents.

Source: Adapted from Page et al. (2021).

Table 1. Journals of referenced articles.

Magazine	Percentage	Amount
REVISTA PRODUCCIÓN + LIMPIA	2%	
LACCEI—21st LACCEI International Multi-Conference for Engineering, Education, and Technology	6%	
LACCEI—20th LACCEI International Multi-Conference for Engineering, Education, and Technology	6%	
LACCEI—3rd LACCEI International Multiconference on Entrepreneurship, Innovation and Regional Development	5%	

Table 1. (Continued).

Magazine	Percentage Amount
UNIVERSIDAD Y SOCIEDAD—Revista Científica de la Universidad de Cienfuegos	3%
Revista DUTI	2%
Revista de Ciencias Sociales	3%
Expert Systems with Applications	2%
CienciaUAT	2%
International Journal of Simulation Modelling	2%
Revista Bibliotecas. Anales de Investigación	2%
Más (+) Model SEMERG	2%
International Journal Morphol	2%
Ediciones Universidad de Salamanca	2%
Retos, Revista de Ciencias de la Administración y Economía	2%
Revista Española de Cardiología	2%
Revista Venezolana de Gerencia	3%
Revista Cubana de Enfermería	2%
Revista Electrónica sobre Cuerpos Académicos y Grupos de Investigación	2%
Revista Cubana Salud Pública	2%
LACCEI—19th LACCEI International Multi-Conference for Engineering, Education, and Technology	2%
LACCEI—2nd LACCEI International Multiconference on Entrepreneurship, Innovation and Regional Development	3%
PASOS—Revista de Turismo y Patrimonio Cultural	2%
Journal Scientific Investigar	2%
IEEE transactions on engineering management	3%
International journal of professional business review	5%
Applied sciences	2%
Ingeniare—Revista chilena de ingeniería	2%
LATAM Revista Latinoamericana de Ciencias Sociales y Humanidades	5%
Revista Industrial Data	2%
Dirección y Organización	2%
Journal of Computer Science and Technology	2%
International Journal of Human Capital in Urban Management	2%
Informes científicos	2%
Ciencia Latina Revista Científica Multidisciplinar	2%
REVISTA DE MÉTODOS CUANTITATIVOS PARA LA ECONOMÍA Y LA EMPRESA	2%
CIRIEC-España, Revista de Economía Pública, Social y Cooperativa	2%
REVISTA CIENTÍFICA Dominio de las Ciencias	2%
Revista IUS ET VERITAS 65	2%
Revista San Gregorio	2%
Interface: Comunicação, Saúde e Educação	2%
Health Informatics Journal	2%
Memorias de la Décima Segunda Conferencia Iberoamericana de Complejidad, Informática y Cibernética	2%
Journal of Scientific and Technological Research Industrial	2%
Información para directivos de la Salud	2%

Table 1. (Continued).

Magazine	Percentage Amount
Revista Educación	2%
REVISTA DA ESCOLA DE ENFERMAGEM DA USP	2%
Revista Cubana de Salud Pública	2%
Revista Española de Medicina Legal	2%
Journal of Physical Education and Sport	2%
Revista Científica Memoria del Posgrado	2%

Source: Authors' own production.

In **Table 1** you can see the journals of the publications with the greatest reference, the 68 publications were distributed in 51 different journals, with the journals corresponding to LACCEI covering more than 17%, in their different presentations; the other journals have only 1 publication, corresponding to 2%.

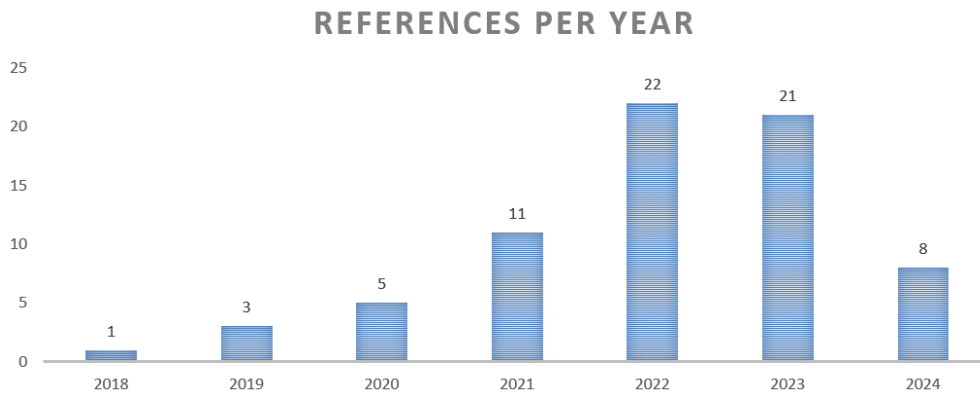


Figure 2. References for the study.

Source: Authors' own production.

Figure 2 shows the number of referenced articles for each year, observing that between 2022 and 2023 there are more publications referring to the topic of study; of which the following stand out: 10 publications are from the Web Of Science (WOS) database and 58 from Scopus; Likewise, 29 publications are of the variable “Management by Processes”, 32 of “Service Quality”, and 7 references of “methodology”; Likewise, 1 is from the Portuguese language, 14 from the English language and 53 from the Spanish language. Furthermore, for each variable, 2 Peruvian contextual legal regulations (2018 and 2019) and 1 Peruvian state web portal (2024) were considered; taking a total of 71 references to carry out the study.

3. Results and discussion

3.1. Study results

3.1.1. Process management

The evidence of approximately 100 years of research in the field of administration and the success achieved by multiple entities, marked the beginning to recognize the implementation and development of management by process (hereinafter referred to as MbP) as an important milestone in the search for continuous

improvement in an organization and its theoretical approaches: MbP) as an important milestone in the search for continuous improvement in an organization and its theoretical approaches; thus understanding that MbP is the way to manage processes oriented to the development of strategies and fulfillment of objectives of a given organization, generating value contribution and assuming interconnected perspectives in order to satisfy the user (Malca et al., 2021). Likewise, Florian et al. (2023), indicates that PPM is a set of techniques and methods, involving various resources and factors, to optimize and guarantee results for an institution.

Similarly, Boñón-Silva et al. (2022), state that MbP can be described as the interrelation between administrative management processes, whose objective is to continuously improve with efficiency, flexibility and adaptation, which will contribute value to the organization and thus expand user satisfaction. In the same line, Lages and Martínez (2021), argue that MbP is an organization that differs from the functional organization, in which the user prevails over functional activities, providing a position and tools that serve to improve the work effectively to the needs of the user, allowing the use of resources in an efficient and meaningful way.

For Zayas (2022), continuous improvement constitutes a sequence of procedures, describing the intrinsic qualitative in the competitive; in addition, he specifies that quality is fundamental in economic growth. Therefore, under the same context, the methodical regulation for the application of process management in public institutions, hereinafter: NT- GPOP (Technical Standard No. 001-2018-SGP-PCM), conceptualizes it as: ‘the way to plan, institute, manage and regulate the work functions in a transversal and successive way, towards the different national organizational units, with the intention of pleasing the insufficiencies and the perspectives of the citizenship; as well as achieving the institutional objectives, considering the mechanisms that are executed as a structural system delimiting their achievements and interactions, and establishing an outstanding rationale for the benefit of the institution.

Table 2 shows the authors’ summary corresponding to Process Management, as follows:

Table 2. Some authors who point out process management.

Author	Year	Concept
Florian et al.	2023	Link of methodologies, that involve resources efficiently, guaranteeing results in favor of the user and the institution.
Boñón-Silva et al.	2022	Correlation of the management of administrative processes, with the objective of continuous improvement in an efficient manner, allowing to contribute to the institution and the users.
Zayas, I.	2022	Orderly succession of methods, emphasizing quality as essential, both for competitive capacity and economic progress.
Lages and Martínez.	2021	Posture and means to improve institutional work in response to user needs; allowing optimal use of resources.
Malca et al.	2021	Way to coordinate strategic processes, to generate contribution and compliance with institutional objectives; and satisfy expectations in favor of the user.
NT-GPOP	2018	Way of projecting, structuring, channeling and supervising functional tasks in institutions, in order to create satisfaction in the population and achieve institutional objectives.

Source: Authors’ own production.

Likewise, it can be indicated that all the concepts seek user satisfaction, with the fulfillment of the work and organizational functions, considering as a main part the added value; with the fulfillment of administrative and fundamental factors within any organization. In virtue of what is described in the NT-GPOP, the Peruvian State, in 2013 tends to approve the National Policy of Modernization in Public Management to 2021, finding as one of the five pillars the Management by Processes (MbP), which seeks that the institutions obtain services with results, as long as they benefit the ordinary citizen, prioritizing those with greater relevance according to the population demand; having to exclude the obstacles or expenditures that cause an inappropriate performance in public management.

The theories and their applied practices in terms of processes, have been progressively making sense in their different organizational models, adapting to each environment encountered; being so, that, in the beginning of these models, they were not considered as a systemic method, adopting a specific perspective, and that this knowledge would be the base for the strategic and fundamental foundations for each institution; the following dimensions are presented for each model and author:

The Deming Cycle (See **Figure 3**), consisting of 4 steps: Plan, Do, Act and Verify (PDVA), is an approach to continuously improve quality, usable in organizational projects (Montesinos et al., 2020). It appeared in 1940 with its continuous improvement tools, in 1950 it published its book setting out its fourteen principles and its P-D-V-A cycle; and in 1993, it again proposes the way to exceed the expectations, as well as the needs of the user during the life of the product (good or service), reducing instability (Castillo, 2022).



Figure 3. Deming Cycle.

Source: Montesinos et al. (2020).

Another model of excellence, in 1987 the Malcolm Baldrige's model emerged (See **Figure 4**), with its 7 elements, from the leader to satisfy the user in its results; also, this model is used as a practice for the excellence of any organization (Parast and

Safari, 2024).

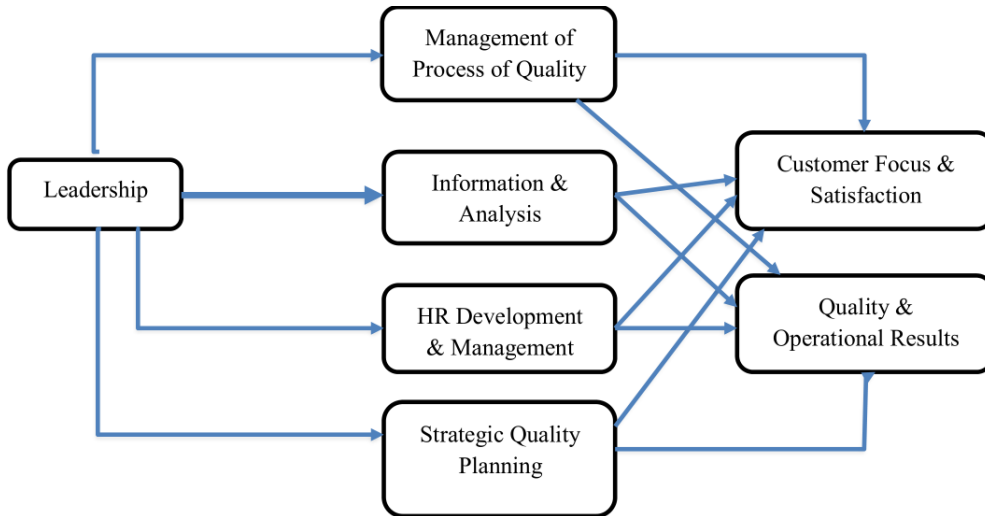


Figure 4. Malcolm Baldrige Model.

Source: Parast and Safari (2024).

In 1988, the European Excellence Model “EFQM” (See **Figure 5**) emerged with its characteristics of agents and results criteria (Abdullah et al., 2023). This model is recognized as a valuable approach to achieve continuous improvement and excellence in organizations, in the long term, considering the sustainable needs of the parties involved; its adaptability and application makes it endure over time in cultural and industrial fields. In its beginnings it was founded to optimize and value quality practices; since then, it has been updated since 1999, 2003, 2010 and until 2013 (last update), reflecting the adaptation to various environments and management paradigms (Hassan et al., 2024).

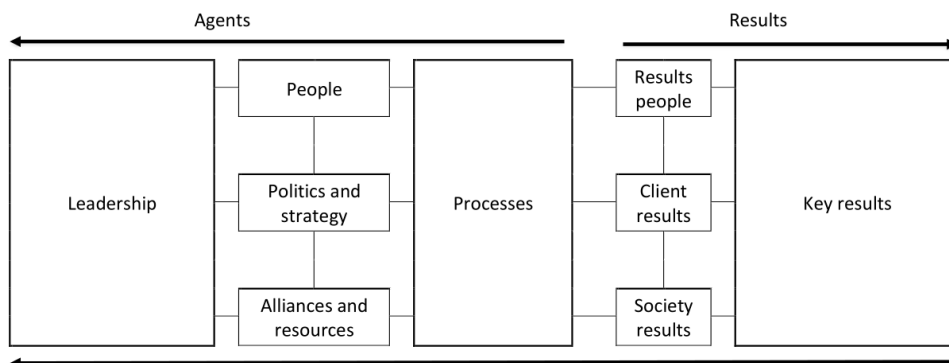


Figure 5. EFQM Model.

Source: Abdullah et al. (2023).

Already in 1999, the Ibero-American Model appeared, which is based on the European EFQM Model, quantifying its results in each of its eight criteria. It should be noted that all of these aforementioned models are considered the most relevant models of excellence among those that exist.

Management by processes “BPM” (for its acronym in English, Business Process Management), shows that the recommended BPM is four phases (See **Figure 6**): Analysis, Design, Implementation, and Execution (ADIE), which seeks to achieve a

systemic management as transversal, facilitating efficient dynamism and generating advantageous competitiveness in any organization (Espinoza et al., 2020). The BPM, imposes its implementation in the 2000s, understanding that it is a methodology that proposes the optimization of resources and institutional competitiveness, through organization, critical analysis and improved performance (Barreto, 2024).

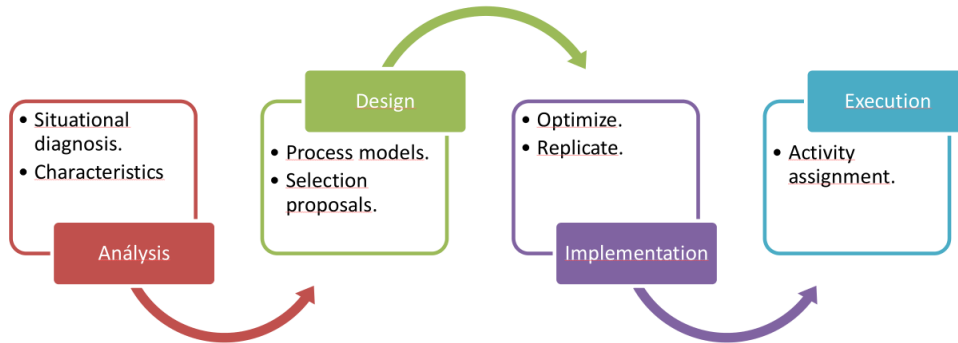


Figure 6. BPM Phases.

Source: Adapted from Espinoza et al. (2020).

With respect to the NT-GPOP approach, process management is contemplated as an administrative instrument in the performance of the objectives in the entities, generating a positive impact on the welfare of its inhabitants; this regulation establishes three phases as dimensions:

- a) Identification of the processes (Missional, Tactical and Support). - It consists of identifying the processes of the institution, and documenting the processes through their characterization.
- b) The Control, Monitoring and Analysis of the processes (Performance Levels and Identification of Opportunities). It consists of measuring processes, determining their efficiency and effectiveness and identifying opportunities for improvement.
- c) Continuous improvement of processes. (Optimization, Results and Implementation). It consists of optimizing the performance of processes within the framework of the entity’s priorities.

In summary, we have the following **Figure 7** of the 3 Phases of PM:

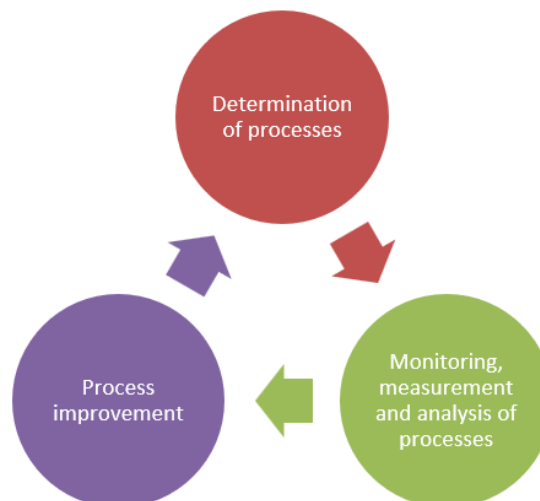


Figure 7. Process Management Phases.

Source: NT-GPOP.

Table 3 shows the summary of the models with respect to process management, their authors and their phases.

Table 3. Dimensions of Process Management identified by each author.

Author/models	Dimensions/phases
Deming Cycle (1951)	- P: Plan. - H: Do. - V: Verify. - A: Act.
Model from Excellence “Malcolm Baldrige” (1987)	Leadership. – Strategic planning. - Customer and market orientation. – Measurement, analysis and knowledge management. – People orientation. – Process Management. – Results.
EFQM Excellence Model (1988)	Criteria AGENTS: Leadership, Politics and strategy, People, Alliances and resources, Processes. Criteria RESULTS: Results in Users, Results in clients, Society results, Key Products.
BPM (2000)	Analysis. - Design. - Implementation. - Execution.
NT-GPOP (2018)	- Process Identification. - Control, Monitoring, and Analysis of Procedures. - Continuous Process Improvement.

Source: Authors’ own production.

On the other hand, Suarez et al. (2023), specifies that the MbP proposal is dynamic, by carrying out the certain phases or dimensions, and also concludes that resources are optimized in a favorable and economical way, by excluding activities that do not contribute to the procedures. Likewise, Gonzales and Cevallos (2022), resolve that, with the study of organized equations, it was possible to decree a practice to forge a pattern of service improvement in identification and registration of individuals; allowing the technique and the quality of the processes to manifest their fortification and improvement. Similarly, Casadiego et al. (2023), used methodologically the historical finding and the stratagem of prudent events, making known and facilitating in a lapse of time, the decision making; being the institutional objective the efficiency in the logistic supplies, minimizing the operational risks.

With respect to BPM, Menutto et al. (2021) emphasize that, throughout its trajectory, it has been developing at very high levels of use and acceptance, but that there is still a lack of adequate information at the design stage and a lack of involvement by users in the execution stage. In this regard, Parast and Safari (2024) argue that these models of excellence share a common principle, which is to improve effectiveness and efficiency in each institution, understanding and adapting each reality, evaluating its performance and identifying areas for improvement. On the contrary, Fahimi and Amirabadi (2024), point out that these models do not have mathematical programming, being very general and without specific institutional customization.

From the above described, there are several authors of studies, the same that express their conformity or their benefits, before the use of these models of impact on organizations, as an example of this we have; Fernandez et al. (2020), indicate that in their findings they ensure and safeguard the use of BPM as a positive methodology to optimize processes, proving itself as a probable and advantageous systematic in order to design, automate tasks, and improve processes; however, to develop it to the fullest, factors such as outstanding technical support, greater involvement of personnel and comprehensive monitoring must be taken into account.

Along the same lines, Cieza and González (2022) affirm that, in the corporate

environment, process research is an efficient and objective estimation tool, asserting that corporate institutions that need to be known in a comprehensive manner, still require technology to obtain information; where it is also confirmed that this same process management model is a technique that contributes to the analysis and its improvement, in each entity, once implemented. In general terms, in Ecuador, Florian-Castillo et al. (2022), comment that the MbP has a positive impact on the organizational competitiveness of the services sector, reaching appropriate categories in relation to international standards.

With the Deming methodology, it was possible to identify the inputs and outputs, the requirements and their characteristics; improving production processes and activity control, which resulted in a qualitative improvement of products, in order to satisfy users (Tello et al., 2023). Continuous improvement, based on the PDVA cycle, achieves increased productivity, greater efficiency, improved administrative and operational capacity, lower costs and greater profitability (Zegarra et al., 2023). Organizations that implement the Deming method are able to promote continuous improvement knowledge in the institution, because the cycle uses an organizational structure and data to develop development plans (Buendia et al., 2021).

Likewise, Parast et al. (2024), maintains that, by using the MALCOLM BALDRIGE Model, it demonstrated its importance in view of the contingency perspectives when managing quality, emphasizing the distinction and its organizational services. Likewise, Jorna et al. (2022), states, in general terms, that the result of the MbP objectives does not materialize immediately, there being a need to continue with the action and group work, which due to its implication tends to strengthen and contribute to excellence in processes.

The Peruvian State, through its institutional web platform, www.gob.pe, details the contributions of the MbP, when implemented in institutions, some of them are: reducing waiting times and value, making efficient use of resources; incorporate processes that allow institutional objectives to be achieved; stimulate the participation and functional responsibility of workers, making the entity's operations transparent; positively impacting citizen satisfaction, improving the performance and supply of State goods and services; inter alia.

3.2. Quality of service

One of the most interesting topics, both for academics and experts, is Quality. This concept has evolved throughout history, from expectations in the 1930s, to control in the 1940s, as well as quality assurance, until its application in the 1970s. Since 1980, quality management has been proposed; and in the 1990s, concepts on the so-called "good practices" were established, and a sequence of international organizational standards began to be established (Castellanos et al., 2022). In view of this, there are authors who came up with conceptual theories on the quality of service (hereinafter: QoS), such as Castillo- Fiestas et al. (2021), which they conceive as the compendium of knowledge, foundations and circumscribed instruments, such that they allow quality management, focusing on the vigor of the institutional objectives set in favor of the users.

The ISO 9001:2015 standard also specifies that the success of its implementation

is reflected in the fulfillment of perspectives and needs, in the satisfaction of regular stakeholders, by it can also be conceptualized as the set of specialized management tools, guided towards the qualitative technicality of a good or service, with the purpose of satisfying its users (Rodríguez-Alza et al., 2022). Similarly, Peña et al. (2022), indicates that there are 8 quality management principles in the ISO 9000 standards, focused on the members of the community involved, to ensure their performance and achieve their achievements; and details that quality management implies the participation and constant monitoring of national policies and institutional management documents.

From the user’s point of view, QoS is an effective instrument to compete among organizations, building user satisfaction; therefore, added value must be provided in each good or service, since user satisfaction has a directly proportional relationship with QoS (Astudillo et al., 2023). Similarly, the technical regulation for the quality of services in the public sector (hereinafter: NT-CSOP), conceptualizes QoS as the intensity of satisfying the needs of citizens when making use of state resources or services; it also indicates that it is the level of adequacy of services and goods, with the claims of people (Technical Standard No. 001-2019-SGP-PCM).

Table 4 indicates the authors’ synthesis corresponding to Service Quality, as follows:

Table 4. Some authors who establish the quality of service.

Author	Year	Concept
Castillo-Fiestas et al.	2021	Set of interrelated technical tools for quality management, aimed at fulfilling institutional purposes in favor of the population.
Rodríguez-Alza et al	2022	Citizen satisfaction, as a response to the fulfillment of their expectations
Peña et al	2022	Constant demand with which the State participates and monitors, through its policies and management instruments.
Astudillo et al	2023	Mechanism by which institutions compete with each other, to gain consumer loyalty, since this is due to satisfaction with a service or good.
NT-CSOP	2019	It is the number of services provided by the state, tend to satisfy multiple expectations in turn people’s needs, related to the adjustment of value of products (services) with the purposes that users expect to acquire, in response State institutions trying to organize themselves in a practical way (achieving expected results efficiently using State resources).

Source: Authors’ own production.

According to **Table 4** above, the quality of service is highly efficient, as long as the expected results exceed the perspectives of the regular consumer of any service. In the same way, this variable of the QoS, broadens the commitment to the whole entity, integrating everything associated directly and indirectly with the users, being a risk not to comply with the intended, often depends on the staff or the resources involved in the product; And it is there, that the user issues a judgment in a global way as a total, without breaking down its elements that compose it in a specific way, thus specifying that the quality of service is nothing more than the perception of the qualities of a product (good or service), with regard to meeting their expectations.

Multiple are the theories that have been developed with reference to the quality of service, the same manifested in the application of their models adapted to each reality along with its principles or dimensions. For the above described, we have: Six

Sigma DMAIC (Establish, Measure, Analyze, Optimize, Control), is a course of strategic development based on measurement and focused on product improvement, minimizing anomalies (Huang et al., 2024). In 1986, the Six Sigma Model appeared (See **Figure 8**), invented to reduce defects in products and services; focused on generating competitiveness among institutions, and with the purpose of satisfying the user (Carrillo-Landazabal et al., 2022).

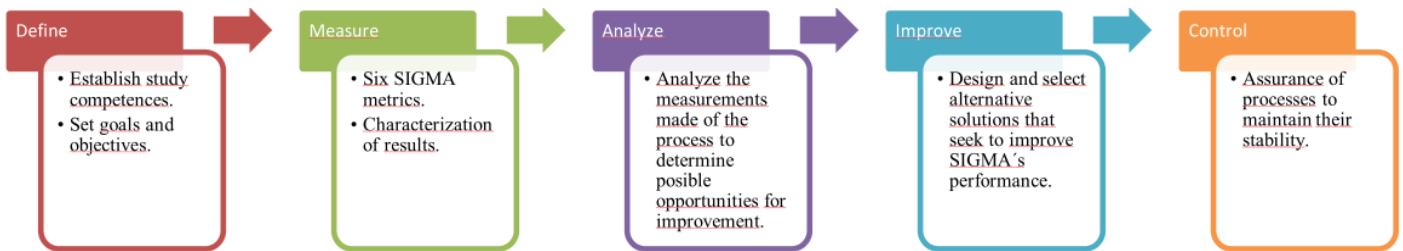


Figure 8. Six Sigma Model.

Source: adapted from Delahoz et al. (2022).

In 1988, the SERVQUAL model was announced (See **Figure 9**), this model has the facility to determine any dimension underlying its concept; this in turn, throughout its adaptability, has been undergoing several updates to ensure its validity and reliability, as well as in 1991 (Ruiz, 2020). Based on a total of 5 elements as dimensions; Tangible Elements: takes into account the physical enclosures, equipment, workers, advertising; Reliability: is the level of compliance to perform the service they provide, in a reliable and accurate way; Responsiveness: related to the ability to resolve concerns; Security: is related to the guarantee, capacity and competence of the staff; and Empathy: is related to the understanding and attention that the customer receives in a personalized way, having the firm belief that their concern will be resolved. (Guaita et al., 2023).

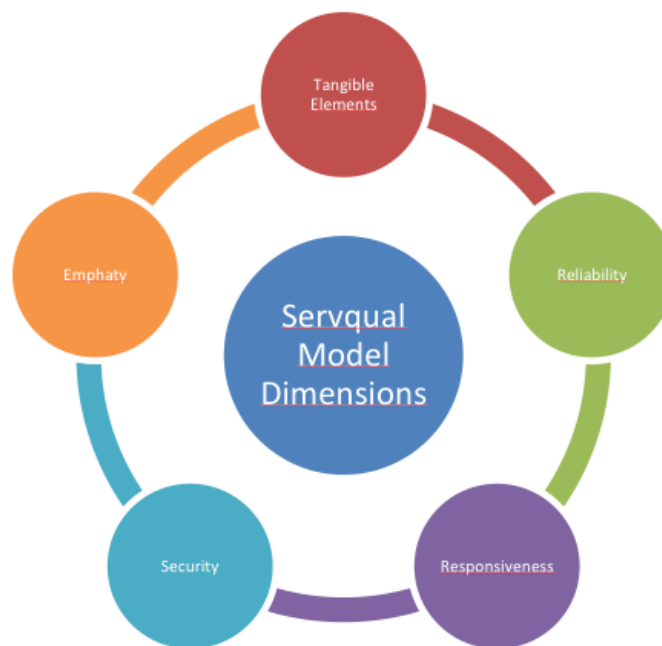


Figure 9. Servqual Model.

Source: Miranda et al. (2021).

In the same year, 1988, the NORDIC MODEL established by Grönroos was announced (See **Figure 10**), which seeks to relate the quality of the service with the institutional corporate image, also relating the user to the result of the service, in turn interrelating the form received. with the institutional image, transversally studying the discrepancies between what is expected and perceived of the service; The model is made up of three elements, such as: the technical quality or result of the process (represents the service received by the user, what?), the functional quality or aspects related to the process (represents the experimentation of the service received, what? what? how?), organizational quality or institutional image (represents the result perceived by the user). (Alejo and Arias, 2020).

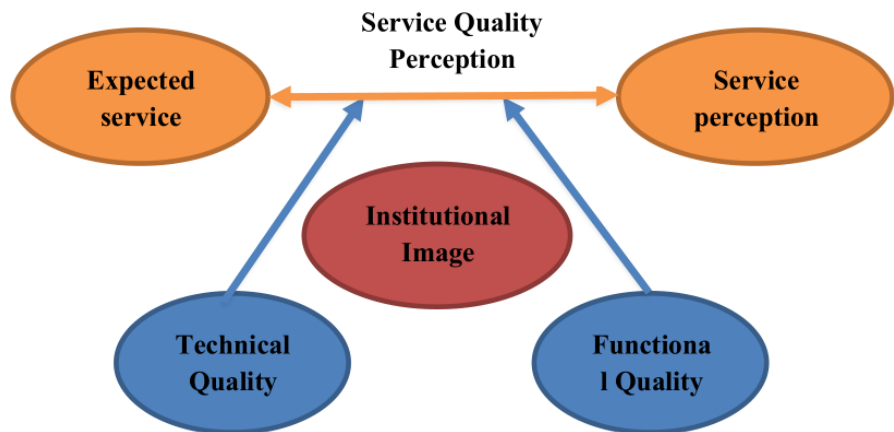


Figure 10. Nordic Model.

Source: Alejo and Arias (2020).

Later in 1994, the THREE COMPONENT MODEL by Rust and Oliver appeared (See **Figure 11**), based on the Grönroos model, this model suggests three aspects such as: the characteristics of the service, the design of the service environment and the delivery of the service. (Alejo and Arias, 2020).

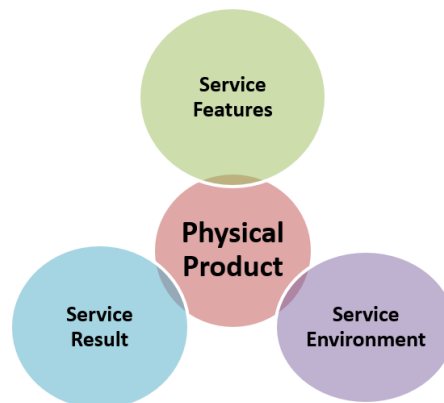


Figure 11. Three Component Model.

: adapted from Alejo and Arias (2020).

In that same year, 1994, Cronin and Taylor’s ServPerf model emerged, based on the ServQual Model, which takes into account and is responsible for measuring only user perceptions.

In 2001, Brady and Cronin’s Multidimensional Hierarchical Model emerged (See

Figure 12), based on users’ perceptions of service quality to evaluate performance by levels and obtain a global perception. The model presents 3 dimensions such as: quality of the interaction, quality of the environment and quality of the result. (Graikinis-Evangelinos et al., 2019).

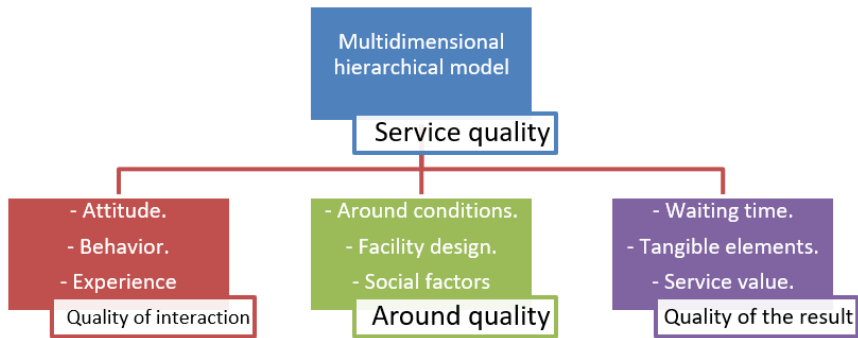


Figure 12. Multidimensional Hierarchical Model.

Source: Adapted from Mbonye and Price (2019).

According to the NT-CSOP, there are components to derive in the facets of service quality (See **Figure 13**), aimed at influencing what people appreciate, which starts with: a—Understanding the Requirements and Expectations of citizens, b—Distinguishing the Virtue of Service, c—Strengthening the Service, d—Measuring and examining the quality of service, e—Leadership and Agreement of the High Command, and, f—Quality Culture of the Service provided by the public institution; elements “e” and “f” are transversal in order to promote the improvement of services (Balbuena, 2022).

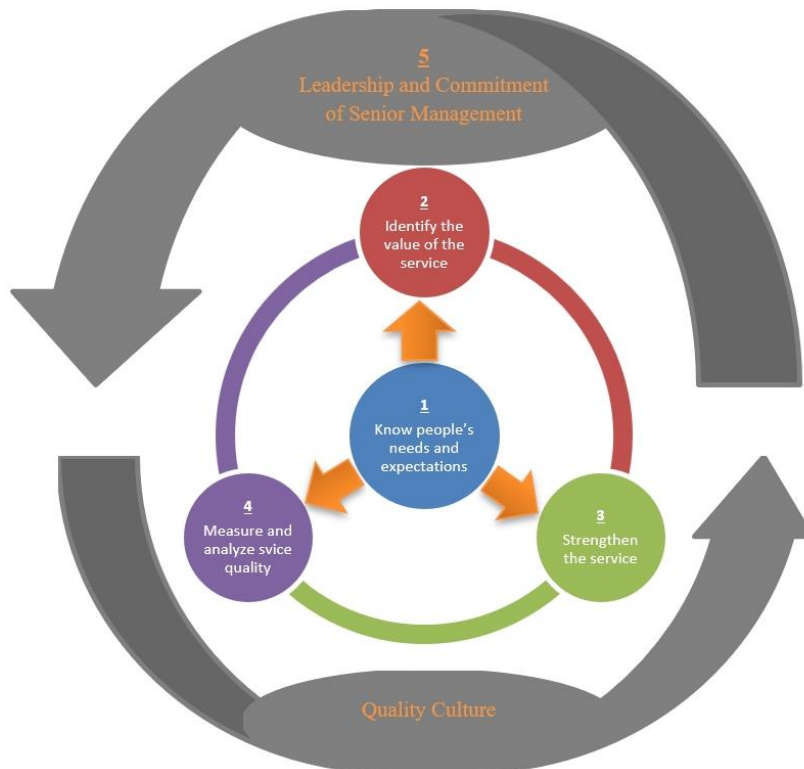


Figure 13. Quality Service Phases.

Source: NT-CSOP.

Table 5 presents an excerpt of the models with respect to service quality, along with their authors and their respective phases.

Table 5. Dimensions identified by each study model or author.

Author /Model	Dimensions/phases
Lean Six Sigma—Dmamac (1986)	Define. M: measure. A: analyze. M: improve. C: control.
Servqual (1988)	Reliability. Responsiveness. Security. Empathy. Tangible elements.
Nordic Model—Grönroos (1988)	Technical quality. Functional quality. Institutional image.
Three component models (1994)	Characteristics of the service. Design of the service environment. Service result.
Multidimensional hierarchical model (2001)	Quality of interaction. Environmental quality. Quality of the result.
NT-CSOP (2019)	Needs and expectations. Service value. Strengthen service. Measurement and analysis. Leadership and commitment of Senior management. Quality culture.

Source: Authors' own production.

Araujo et al. (2020), in their studies show that there is a divergence between the stated dimensions of perception, demonstrating that the services do not contribute to fully satisfy the needs of the user population, despite the fact that the performance and quality of care are correctly established. On the other hand, Rodríguez-Armijos et al. (2023) state that there is a very significant relationship between consumer satisfaction and loyalty and the quality of service, with any action to improve service having an aliquot impact on user loyalty and satisfaction. Similarly, Avendaño et al., (2023), argue that there is an effective reciprocity between service quality and user satisfaction, keeping a close relationship between them; stating that the quality of providing a service intervenes in user satisfaction.

Other authors claim that the quality of service can only be assessed and delimited by the consumer's appreciation of the performance of its suppliers; furthermore, they assert that the SERVQUAL Method does not estimate the quality of service, but rather it is a way to discarding expectations (Florian et al., 2022). Similarly, Shanmugam and Chandran (2022), argue that, in their evaluation of service quality, they found dependence on important elements, such as: warranty, reliability, speed, protection and technological enhancement.

Similarly, these authors express their advantages or benefits on this variable, so much so that, according to Romero et al. (2021), argue that, applying the rectified SERVQUAL model, the research contributes in that the estimation of the quality of services accesses those who decide to have confidential and legitimate information, to implement improvements to contribute to enhance organizational excellence and performance; it was also given as results of surveys, that 25% have a degree of dissatisfaction for internal users, while 38% for external users, attributing all this to labor circumstances, dialogue, and economic performance. Also, Piñera and Cruz (2023), argue that the SERVQUAL model is very useful in both public and private institutions, showing its indispensability, because all segments involved in the processes of the services have the knowledge of the effectiveness and performance that involves continuous improvement in their work. In the present case, the results show social and labor values, perceiving a good attitude of all the workers of the institution. In addition, it is necessary to control the efficiency of the follow-up, establishing also more assertive communications, benefiting the fulfillment of

perspectives.

On the other hand, Moreno and Costa (2022), argue that, quality management, exposes a point of view to achieve desired effects, through the LEAN SIX SIGMA procedure, which allows to distinguish and discard the bumps in the production processes, combining the practical knowledge to the knowledge of the systemic operation, with observations and changes, to measure the results; also, it is possible to increase the processes, with efficiency, adding value to the trade, expanding its income and conceiving reserves that get transferred to the user. In the same way, Chero et al. (2022), in their study on the SIX SIGMA model, indicate that there are improvements in quality control, reflecting how beneficial is the application in the organizations; thus, allowing to eliminate all that element that does not add to the product, reducing the defective numbers, contributing to reduce costs and increasing productivity.

On the other hand, Hernández (2021) indicates that quality management is based on procedures, providing improvements in the institutional effort, evidencing that the traditional parameters must be changed, thus implying a labor reordering, in such a way that they contribute added value aimed at increasing user satisfaction and facilitating the work of experts. Likewise, Alsuwaidi and Sultan (2023), in their study results, showed that having motivated personnel, dynamically flowing with knowledge and culture (performance and training) are very important factors in the quality of services, with a view to institutional excellence. Before the NT. CSOP, it seeks to strengthen the quality of service to citizens, within the framework of Modernizing Public Management, with the help and use of elements or staff performance, which contribute to impact on people's satisfaction. Therefore, and as described above, the design and implementation of quality paradigms should be embodied in the organizations, in order to effectively and efficiently support the results with accuracy and reliability in the relevant periods (Alhambra et al. 2023).

4. Discussion

It can be indicated that process management and service quality, since their first appearances at the beginning of the last century, their contextualization of both concepts since they have been studied, are terms that have been taking shape, both in their application and updating under different authors; all of them in an effort to organize the management of the entity and therefore favor the consumer.

The Deming model adjusts to various objectives and institutional contexts, being used to solve problems of productive and business processes, guaranteeing the expected benefits; given this, the model, being established in 4 steps in its procedure, is limited in case of emergency or rapid action, because in each phase there is a high analysis that can harm a project due to its slowness, in addition to making its performance difficult individual of each worker, since it corresponds to teamwork.

In turn, Malcolm Baldrige's model shows its importance in management due to its sustainability and excellence, evaluating performances with projections and providing methodologies in data analysis; but which, in turn, can lead to the implication of collecting numerous irrelevant indicators.

Regarding the "EFQM" model, it shows us multiple paths to achieve excellence by betting on its quality and financial effort, in addition to integrating organizational

relationships with the members of its environment, and reflecting on oneself in the training work; On the other hand, this model presents additional costs by having external support, it does not frame a short-term purpose, it does not present any certification and the self-assessments carry a certain organizational risk by containing blind spots within them.

The “BPM” model, for its part, aims at the growth of the financial business, with a tendency to simplify problems quickly, minimizing risks, showing tangible results, thus highlighting the work effort and ensuring that user service is of the highest level; otherwise, by incorrectly applying the BPM model, you run the risk of losing funds and resources, in addition to incurring the risk of performing poor analyzes by not distributing information correctly.

Regarding the NT-GPOP model, since its inception it has intensified its contribution to the fulfillment of institutional objectives, generating a positive impact on the well-being of citizens; At the same time, it also shows as difficulties the massive changes in organizational policies, the dissatisfaction of the needs of public services and the complex organic structures not coherent with the objectives, among others, that affect the citizen, and therefore, their family.

Under the different approaches and their own theories, each variable tends to be related from one approach model to another, often because over the years, the next model tends to be based on one of its predecessors, each of them with the intention of strengthening, adapting and being applicable to some entity.

The ServQual model is adaptable to any entity considering its own needs and characteristics, establishing a quality mapping and identifying weak points to address; On the other hand, this model does not consider actual performance because it is based on customers’ perception and expectations, which are based on personal opinions.

On the other hand, the Six Sigma—DMAIC model presents its application to reduce errors, defects and operating costs, improving product quality and increasing user satisfaction; Likewise, this model increases its implementation costs for small entities, blurring the vision of institutional policies and generating voluminous information for analysis.

For the Nordic Grönroos model, when applied in the entity, it specifies that the expected service must match the perceived service to achieve consumer satisfaction, stating that perceived quality is the difference between the dimensions of expected quality. with the experienced quality.

Likewise, the 3-component Model agrees that satisfaction is largely influenced by the perceived quality of the service, also considering other variables.

Likewise, the multidimensional hierarchical model maintains its importance because it helps to manage, understand and improve work effectively, using valid and guaranteed tools, measuring users’ perception of quality.

For the NT-CSOP, this model tends to guide the improvement of the products (goods and services) provided, contributing in turn to the improvement of the quality of life of citizens; having difficulties since its appearance, the Covid-19 pandemic, the high turnover of hierarchical positions often due to political decisions, a systemic vision that jointly affects its adaptation to change.

From the bibliographic total, there are different benefits according to the type of organization applied, since each of them are usually very important, regardless of their

factors; also, there are some or other disagreements from the total studied, showing that not all the publications have positive results.

5. Conclusion

Taking into consideration the different theories, approaches, and their actuality, it can be concluded that process management would be the methodology with which the entity optimizes its resources, satisfying user needs; generating efficiency and development, by fulfilling institutional objectives. In another circumstance, it can be indicated that the quality of the service is the posture of value of some service, which involves inherent characteristics, in pursuit of personal or collective satisfaction.

The breadth of process management models allows us to know the differences and similarities in terms of the points of view of each of them, in terms of management and user satisfaction; The key factors are the human resources of each entity, as well as the environment, institutional norms and policies, organizational culture, etc.

Each proposed model provides its own framework to improve your organizational performance, with its own criteria and principles, according to your priorities; specifying that the choice of any model to apply will depend on the particular contexts and needs of each organization. Furthermore, it should be noted that all models share a common objective, which is continuous improvement, affective leadership and user satisfaction, in the search for organizational excellence as a relevant factor.

Each model or approach has its own characteristics for a particular purpose or sector, which is why the most appropriate approach in terms of the facets of process management, can be indicated or presumed in: Analyzing and identifying the characteristics of the process, controlling its procedure, and Providing results with accountability and functional action. With respect to service quality, its approximate dimensions could be: Analyze culture and personal needs, Evaluate the value of the service, Supervise the service, and improve the service.

Multiple models in terms of quality of service, it has its origin in the ServQual model (as well as the Three Component model); Likewise, the ServPerf Model is based on evaluating perceptions similar to the ServQual model, with the exclusive difference of incisively measuring user perceptions.

In particular, each model described allows quality to be evaluated, differentiating expectation and perception, thus specifying that the evaluation of both is not always necessary; Perception is necessary in each model, interrelating the user with the service provider, in addition to considering their characteristics and objectives of the service, often leaving the organizational image in the background. Likewise, many of them have an institutional focus with emphasis on aspects such as corporate image, internal organization, sales, products, among others.

It should also be noted that these service quality models, to provide sustainability, were applied in each specific space, generating their own experiences and recommendations, based on their theoretical structure and independently of their available instruments; Therefore, it is necessary that, for a greater contribution in terms of an adaptation and validation process, the obtaining of own results with approximations to each reality is presented.

Multiple benefits have been found in different publications, often supported by models, such as process management: it contributes to the analysis of resources by improving administrative processes, it reduces costs by generating greater productivity, it conceives greater knowledge with a view to institutional strategic planning, among others. For the quality of the service, its benefits can be specified in: knowing the user's expectations, discarding productive processes generating profitability, performing the personnel's culture, satisfying the needs motivating personal or collective wellbeing, etc.

Conflict of interest: The authors declare no conflict of interest.

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