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## Measurement of Service Quality using SERVQUAL model in a Mining Environment

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# Measurement of Service Quality using SERVQUAL model in a Mining Environment

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## **Abstract:**

*This study applied the reformed service quality model developed by Parasuraman to measure the service quality level and the gaps between perceptions and expectations of a motor company located in a mining environment (Francistown). The data from the three part survey questionnaire was used to examine gaps between perceptions and expectations of the respondents. The findings from a sample of 140 customers show that the service quality level of vehicle repair service department (VRSD) did not fully meet the expectations of the customers of VRSD and gaps were observed in all five dimensions. Paired t-test used to test the significance of difference between out of warranty responses and under warranty responses for expectation and perceptions showed that there were no significant differences between the two groups of customers. Finally the correlation analysis confirmed the strength of the relationship between the service quality and the dimensions studied. Recommendations are made to bridge the gaps between perception and expectation of customers.*

## **1.0 INTRODUCTION**

The service sector has become a dominant element of the economy worldwide and especially in Europe, Western world and Asian countries. Service sector accounts for about 71% in European Union (2006 estimates), about 79 % in United States (2007 estimates) and about 55% of Indian (2007 estimates) Gross Domestic Production. Botswana has identified service industry for diversification of economy as a way forward to reduce its dependence on mining sector. Botswana can develop new service industry or grow the existing services that are linked either directly or indirectly to mining industry. Direct service industry linked to mining include servicing and spare parts management of mining heavy duty equipment etc. while the indirect service industry includes supplies to mining industry or services located in the mining environment i.e. hotels, car suppliers, retailers etc. It is therefore relevant for service industries in Botswana that are linked to mining or located in mining environment to study the aspects of service quality and benchmark it. Service sector is highly competitive and customer satisfaction plays a key role. Through focus on service quality, the organisation can differentiate itself from other organisations and gain competitive advantage and profitability, by charging premium prices. Margolis(1988) stated that high quality of service is considered an essential

determinant of the long-term profitability, not only for service organisations, but also for manufacturing organisations. Service quality is being viewed as critical corporate priority in the battle for market share and excellence of service (Ghobadian, Speller & Jones 1994). Parasuraman, Zeithaml and Berry (1985) identified service quality as a determinant of market share, return on investment and cost reduction.

Study by Kumar & Kumar (2000) show that many of the supplier/manufacture of mining systems and equipment do not show any well-defined product support and service delivery strategies. This study critically evaluates the service quality of service in a motor company that is located in Francistown (main mining area in Botswana) and based on the customers' perceptions developed strategies to improve the service quality. The study used the SERVQUAL model diagnostic tool to measure the service quality, identify the gap between the number of variables affecting the quality offered, and finally applied concepts of service quality (gap analysis).

## ***Literature review:***

The service quality is defined as "a measure of how well the service level delivered matches customer expectations". Delivering quality service means, "conforming to customer expectations on a consistent basis" (Lewis and Booms, 1983) and (Webster, 1989). Gronroos (1982), Lehtinen and Lehtinen (1982), Sasser, Earl, Olsen & Wyckoff (1978) suggest that service quality results from a comparison of what customers feel a service provider should offer with how the provider actually performs. On the other hand, Parasuraman, Zeithaml & Berry (1985) defines service quality as perceived by customers, as the degree and direction of discrepancy between customer service perceptions and expectations.

The determinants of perceived service quality resulted in two different paradigms.

- a) The Disconfirmation Paradigm; Smith and Houston (1982) claimed that satisfaction with services is related to conformation or disconfirmation of expectations.

- b) Perception Paradigm: The researchers who based their research on the perception paradigm maintained that expectations are irrelevant and even misleading information for a model intended to evaluate perceived service quality.

Churchill and Suprenant (1982) based their research on the disconfirmation paradigm, which maintains that satisfaction is related to the size and direction of disconfirmation experience where disconfirmation is related to the person's initial expectations. Although disconfirmations are one of the most strongly related antecedents of customer satisfaction, little is known about the dimensional stability of the standards used in the disconfirmation paradigm. The most commonly used standards in the measurement of disconfirmations in the research carried by Niedrich, Kiryanova and Black (2005) were goals, expectations, and norms. The results suggest that while consumers can generate comparison standards that are distinct, consumers appear to assimilate disconfirmation judgment into a single construct.

Gronroos (1990) initially argued that service quality comprises of two dimensions. He compared the product feature to the service and emerged with process consumption (consumption of services is characterized as process consumption).

The consumer perceives what one receives as the outcome of the process i.e. technical or outcome quality of the process. But more importantly, how the consumer perceives how the process itself functions i.e. functional or process quality. These two dimensions were formed as technical quality and functional quality. Because of the continuous contacts with the service firms, a dynamic aspect is also needed in the service quality model and as the customers bring their previous experiences and over all perceptions of a service firm to each encounter, the third dimension of image concept was introduced as below:

- a) Technical Quality – The actual outcome of the service encounter. An example of technical quality outcome, in this study, is the availability of the car at the agreed time, its tidiness, the mechanical condition and effectiveness of the car repair.
- b) Functional Quality – In this aspect, the quality is concerned with how the service is delivered (The interaction between the provider and the recipient of the service.) For example in a vehicle repair service department it would be the courtesy shown to the customer, contacting the customer if additional work needs to be carried out, etc.
- c) The Corporate Image – This is concerned with overall perception of the organisation. External communications, competence and behaviour of service

organisation's employees and physical location and appearance of the organization are relevant here.

The basic premise of Lehtinen and Lehtinen (1982) in regard to service quality is that the service quality is produced in the interaction between the customer and elements in the service organisation. They also contend that service quality has three dimensions, i.e. Physical Quality, Corporate Quality and Interactive Quality.

Parasuraman, Zeithaml and Berry, (1988) devised a model to comprehend the construct of service quality and its determinants. The model was called the Gap analysis model, and it defined service quality as the degree of discrepancy between customers' expectations for the service and their perceptions of service performance.

From the customer focus group research conducted by Parasuraman, *et al.*, (1988) confirmed that both outcome and process dimensions influence customers' evaluation of service quality.

Initially, Parasuraman, Zeithaml and Berry (1988) identified ten dimensions that represent the criteria customers could judge service quality. The definitions of the dimensions suggested that some of them may be interrelated or overlapping, and later identified five general dimensions, of which three were from the original ten dimensions. The remaining seven original dimensions were clustered into two broader dimensions. These five dimensions are:

- a. Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- b. Empathy: Caring, individualized attention that the firm provides its customers.
- c. Reliability: Ability to perform the promised service dependably and accurately.
- d. Responsiveness: Willingness to help customers and provide prompt service.
- e. Tangibles: Appearance of physical facilities, equipment personnel and communication material.

Out of the five SERVQUAL dimensions, four of them, namely, reliability, responsiveness, assurance and empathy, depend largely on human performance. The fifth dimension, tangibles, relates to the effects of physical facilities, organisation's equipment, personnel and communication materials.

It must be noted that SERVQUAL instrument has been subjected to criticisms on dimensionality of the scale by Babakus and Boller (1992), Mittal and Lassar (1996), Peter, Churchill and Brown (1993), Carman (1990), universal applicability across different industries (Asubonteng,

McCleary, & Swan, 1996), process orientation (Cronin and Taylor, 1992; Mangold and Babakus, 1991), measuring of expectations as well as perceptions rather than only the perceptions (Cronin and Taylor, 1992) and variance extraction (Carman, 1990; Saleh and Rayan, 1991; Babakus and Boller, 1992). Even with criticisms, it has been one of the most utilised models in both academic and research settings, because the researchers and practitioners seem to generally agree that the 22 items are good predictors of overall evaluation of service quality, and its face validity has been acknowledged (Asubonteng, *et al.*, 1996). Ladhari (2008) in his study of “Alternate measures of Service Quality” reports that methodology approach used by Parasuraman, *et al.*, (1985, 1988, 1991) in developing and refining SERVQUAL was more rigorous than those used by the authors of alternate scales.

Objectives of the study:

The following objectives were studied in this study:

- a) To measure the overall service quality level of the company’s Vehicle Repair Service Department (VRSD).
- b) To find how customers perceive service provided by VRSD, and whether the quality of service provided by VRSD meets their expectations.
- c) To identify dimensions/features of service quality those are perceived to be important by customers of VRSD.
- d) To understand and apply concepts of service quality (gap analysis).
- e) To identify areas of improvements in service quality and employees’ attitude which lead to improved service quality.

It was, therefore, posited that if the overall service quality at VRSD was low, then the customers will service with the company only till the warranty period, and move on to other organisations once the warranty period expires.

Selection of the Measurement instrument:

For the purpose of this study, the five dimensions and the individual indicators that influence the service quality justifies the use of SERVQUAL instrument proposed by researcher Parasuraman, *et al.*, (1988).

*The Gaps Model of Service Quality*

The refined SERVQUAL instrument comprises of three sections.

- a. An expectations section containing 22 statements to ascertain the general expectations of customers concerning the service.
- b. A perceptions section containing a set of 22 statements to measure customers’ assessment of a specific firm within the service category.
- c. Point allocation – In order to find out what the feature that is important to the customer when evaluating the service quality of the particular organisation.

The integrated Gaps model of service quality is shown in Figure1.

The central focus of the Gaps model is the customer gap. To close this important gap, the model suggests four other gaps. The provider gap needs to be closed.

The following four provider gaps, shown under the horizontal line in Figure1, are the underlying causes of the customer gap.

Gap-1 (Management Perception Gap): - The difference between what customers expect and what management perceives as their expectation i.e. not knowing what the customers expect.

Gap-2 (Service Quality Specification Gap): - The discrepancy between management perceptions of customers’ expectations and the actual specifications they establish for service delivery i.e. not selecting the right service designs and standards.

Gap-3 (Service Performance Gap): - It occurs when there is a difference between service specifications and the actual service delivery i.e. not delivering to service standards.

Gap-4: - When a firm’s promises about a service do not match what is actually delivered i.e. not matching performance to promises.

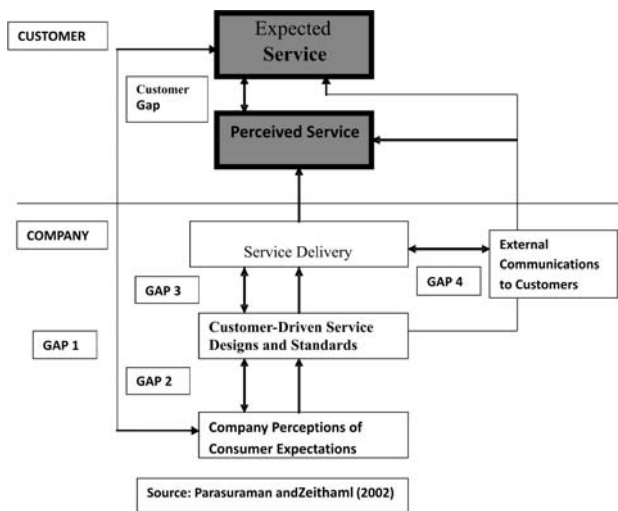


Figure 1. Gap Model of Service Quality

**Data Analysis:**

The total number of customers who had their vehicles serviced or repaired at VRSD for the year was 853, out of which 349 were customers whose vehicles were still under warranty and 504 were customers whose vehicles were out of warranty, but still patronise the VRSD.

A sample of 140 customers was chosen using the random number generation technique, using tables of random numbers. A pilot survey was carried out with a small group to test the content, wording and the flow of the survey instrument and some of the were later rephrased and the last section of the questionnaire where the customer was required to allocate points according to the importance of each dimension to him/her found that the allocation of 100 points to five dimensions caused problems and modified to allocate points out of ten to each dimension. The questionnaires were re-distributed to the same group and the feedback from the respondents was analysed and it was found that the respondents understood the content and the wording of the survey instrument.

As discussed earlier, this study used the SERVQUAL model proposed by Parasuraman, *et al.*, (1994). Quality of service was measured by computing the difference between each pair of expectation/perception statements for all five dimensions. Each of the dimensions had a set of statements that seeks to expose the response of the customers on both the expected and perceived level of service quality. Table 1 show the relevant statements used in the questionnaire.

Dimensions	Statements pertaining to the Dimension
Tangibles	Statements 1 – 4
Reliability	Statements 5 – 9
Responsiveness	Statements 10 – 13
Assurance	Statements 14 – 17
Empathy	Statements 18 - 22

Table 1

The scores for the five dimensions were then averaged to obtain an overall measure of service quality. This overall measure is the unweighted SERVQUAL score. A weighted score is desired by taking into account the relative importance of each dimension. The weighted score was calculated by multiplying the weightage given by each respondent, according to the perceived level of importance, to the gap score of each dimension.

The gap score for each dimension was used to analyse the gap for the reasons for the gap for that particular dimension in service quality. Further, this study established the most influential determinant of overall service quality with the service provided by the FRSD.

The refined SERVQUAL instrument of Parasuraman, *et al.*, (2002) was designed to find out the Gap between the expectation and perception of the respondents (customers) regarding the service quality in different dimensions. The SERVQUAL model contained 22 statements pertaining to five dimensions, using a five point Likert scale and to allocate points according to the importance of the feature to the respondent. Data was collected by means of questionnaire (statements) sent by e-mail wherever the e-mail addresses were available, handed out personally whenever possible and the rest were reached through the post and facsimile.

From the data base of VRSD, the list of customers, which consisted of individuals as well as corporate customers was obtained. In order to ensure the representativeness of the sample, a random sampling technique was applied across the list of customers. The sample was then divided into two groups of customers whose vehicles are still under warranty and the customers whose vehicles are out of warranty, to test whether there is any significant difference in responses between the two groups. The survey instrument had two sets of questionnaires: one set to show customers expectations and the other set to indicate the perception of the customers of VRSD’s service provided. The respondents responded to the questionnaire presented to them and graphical data is presented in Annex 1 for each questionnaire. Figure 2 shows the gap between the average response for expectations and perceptions for all five dimensions: Tangibles, Reliability, Responsiveness,



Assurance, and Empathy. The chart shows the dimensions Tangibles and Reliability reflecting larger gaps compared to the other dimensions, and the dimension Empathy reflects the least. This indicates that VRSD should concentrate more on dimensions Tangibles and Reliability to match customers' expectations.

**The descriptive statistics and t-test results are shown in table 2 and 3.**

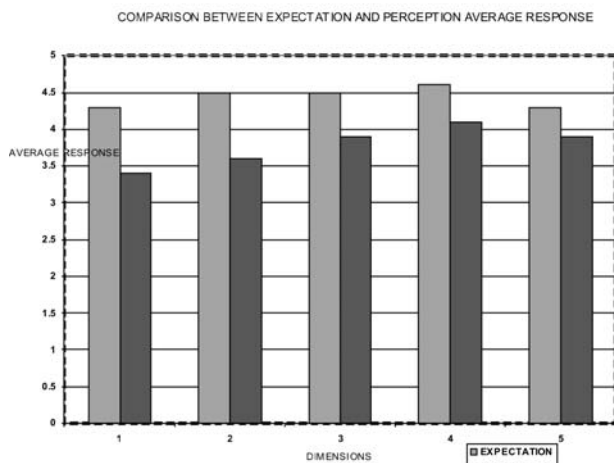


Fig 2: Bar chart showing gap between the average response for expectations and perceptions for all five dimensions.

ATTRIBUTES	MEAN Customers' Expectations	MEAN Customers' Perception	Point allocation
TANGIBLES	4.28	3.39	6.53
RELIABILITY	4.45	3.63	7.08
RESPONSIVENESS	4.52	3.94	7.67
ASSURANCE	4.62	4.10	7.32
EMPATHY	4.33	3.90	7.55

Table 2: Descriptive statistics for the sample size 140

ATTRIBUTES	Out of Warranty Customers'			Under Warranty Customers'			T test Perception	T test Expectation
	Expectation	Perceptions	Points	Expectation	Perceptions	Points		
TANGIBLES	4.16	3.28	6.25	4.42	3.52	6.87	-0.992*	-0.99*
RELIABILITY	4.56	3.60	7.05	4.34	3.68	7.13	-0.32*	1.83*
RESPONSIVENESS	4.53	3.87	7.61	4.50	4.02	7.74	-0.42*	0.285*
ASSURANCE	4.68	3.98	7.25	4.55	4.25	7.40	-1.10*	1.07*
EMPATHY	4.31	3.80	7.42	4.35	4.02	7.71	-0.78*	2.65**

Table 3: Descriptive statistics for out of warranty and under warranty customers and t-test (sample size 31 for each pair) results.

\*non significant at 95% level

\*\* difference significant at 95% level

The paired t-test confirmed that there was no significant difference between attributes tangibles, reliability, responsiveness and assurance. However test showed a significant difference between the means for the Empathy attribute. This highlights the fact that difference between the expectations of the out of warranty customers and those of customers whose vehicles are still under warranty for the dimension Empathy differs significantly. The reasons for the difference could be that, out of warranty customers expect a higher level of personal and individual attention due to the fact that they have been loyal and long standing customers.

The mean unweighted scores for service quality dimensions are shown in table 4 and figure 3.

1	2	3	4	5
Tangibles	Reliability	Responsiveness	Assurance	Empathy
-0.9141	-0.8268	-0.5708	-0.5343	-0.4238

Table 4: Mean unweighted score for service quality

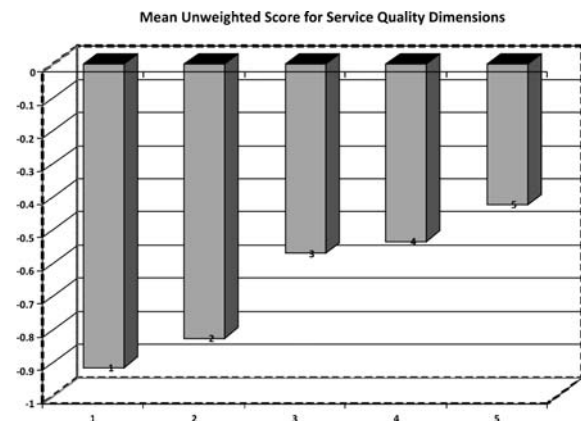


Figure 3: Mean unweighted scores for service quality

The results in figure 3 for the unweighted SERVQUAL score show that all dimensions have negative SERVQUAL scores, varying from -0.4238 to -0.9141. The negative score indicated that the respondents felt that the service provided by VRSD did not meet their expectations. Hence, the results indicate that the service provided by the VRSD, in general, did not meet the expectations of the customers as far as all the dimensions are concerned. The dimension Assurance showed the lowest SERVQUAL score in comparison to the other dimensions and Tangible showed the highest negative SERVQUAL score. The attribute Assurance, which showed greater emphasis on employee knowledge, courteousness, and employee behaviour were closest to the customers' expectations.

The attribute Tangible’s high SERVQUAL score indicated that VRSD’s physical facilities were far below the expectations of the customers. The gap observed between the perception and expectation for the unweighted SERVQUAL score suggested that there is room for improvement in all dimensions, particularly in Tangibles. The mean weighted score (table 5 and figure 4) for the service quality dimensions shows the gap between the perception and expectation of the respondents for each attribute.

The attribute Tangible reflects the biggest gap and Empathy has the least gap, as in the unweighted SERVQUAL score.

1	2	3	4	5
Tangibles	Reliability	Responsiveness	Assurance	Empathy
-16.47	-16.04	-11.79	-10.96	-9.41

Table 5: Mean weighted scores for service quality

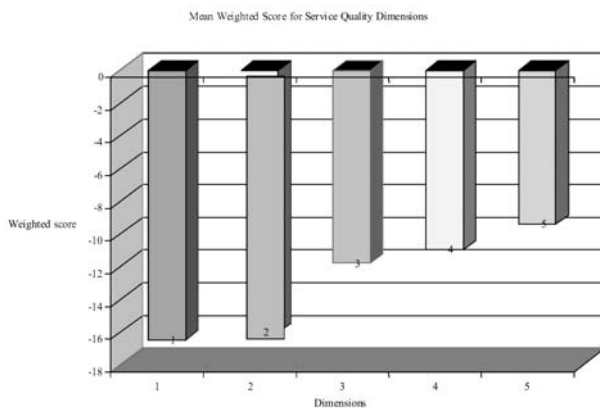


Figure 4: Mean weighted scores for service quality

In order to measure the degree of association between the variables and to establish the strength of relationship, the EXCEL software was used to find the coefficient of correlation.

Dimension	Coefficient of Correlation
Tangibles	0.7596
Reliability	0.8422
Responsiveness	0.8311
Assurance	0.8322
Empathy	0.7392

Table 6: Results of correlation analysis.

Table 6 shows the correlation between the overall service quality and the SERVQUAL score for the individual dimension. The coefficient shown above was calculated independently between each dimension, and the overall service quality. The signs of the coefficients show that all the dimensions are positively correlated to service quality. The dimension Reliability has the highest and Empathy has the lowest coefficient. This highlights the fact that service quality is closely associated with human performance.

Discussions on data analysis and conclusions

The research findings suggest that service quality level of VRSD did not meet the expectations of the customers for all five attributes.

There were serious gaps observed in all five attributes. The paired t-test confirmed that there was no significant difference between the out of warranty customers and under warranty customer’s behaviour. Finally, the correlation analysis showed the relationship between each dimension and service quality.

The positive coefficient for all five dimensions confirmed that they were all positively related to service quality and that the service quality was closely associated with human performance.

The research findings show that service quality level of VRSD did not fully meet the expectations of VRSD customers. There were serious gaps observed in all five dimensions. Attribute tangibles has the largest negative score, followed by attribute reliability.

The wide gaps between the perception and expectation indicated that there could be misconception of managements understanding of customers’ expectations and the changing expectations of customers. It is important for the management of the company to address the issue of service quality and concentrate on the effort to close the gap between perception and expectation.

The VRSD was not delivering at promised time and lack of employee commitment and contribution shows the lack of training and motivation for the employees.

Even though the response rate in this study was low, the data provides credible evidence about gaps between the perception and expectation. The findings show clearly, a paradigm shift in attitude is needed in employees as well as the management to address the unsatisfactory service quality dimensions.

Recommendations

The findings of this study leads to the following recommendations.

- a) The largest gap was reflected in attribute tangibles. The management of the company should

seriously look in to acquire modern diagnostic equipments and also adopt new company policy in regard to offering courtesy vehicle to the customers and the policy be communicated to the customers.

- b) A change in attitude is needed to address the unsatisfactory service quality level which could include providing regular training courses to technicians and front office staff members, in customer handling and customer relations and introduction of incentive packages to improve motivation as part of human resource development.
- c) Conduct periodic measurement to analyse the gaps between the perceptions and expectations of the customers to monitor the progress or improvement to close the gap or to match the expectations of the customers.
- d) The employees of VRSD should be offered job security, competitive employee compensation and other benefits which should make them more committed and motivated to improve the quality of service offered by VRSD.
- e) A clear perception of the role of the employees and a good knowledge of the organisation and the service being provided would result in improved service quality.
- f) The possibility of management's inability to translate expectations in to service quality specifications should be reviewed.

Recommendations for further research

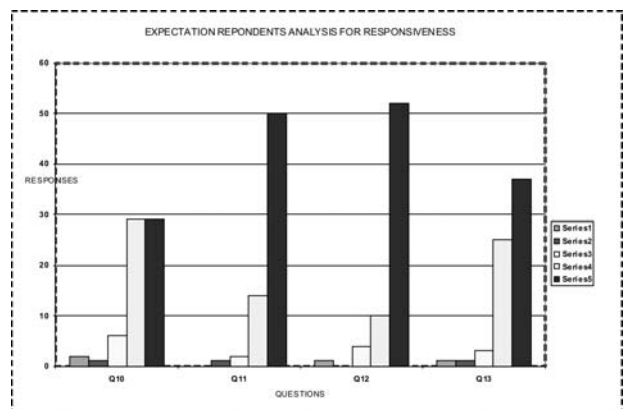
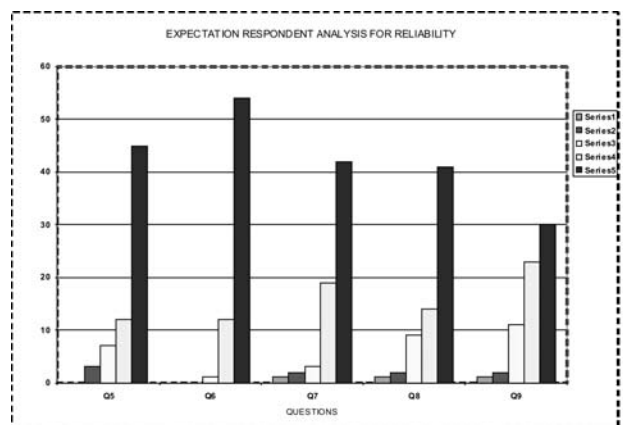
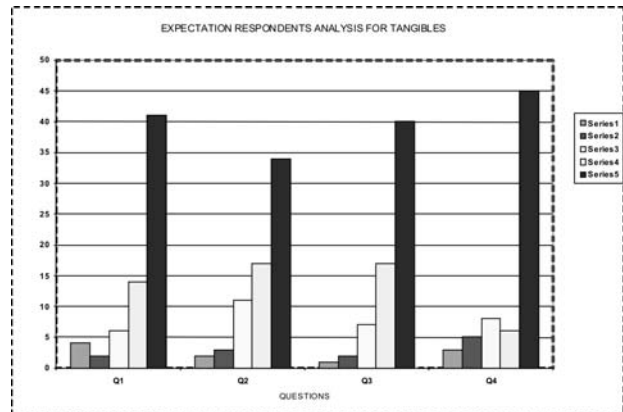
- a) A great deal of benefit could be derived from a second study with different respondent profile and sample in a non mining area (preferably outside Botswana) to study the difference in expectation in mining and non-mining area.
- b) Expand on the scope of this research to include service recovery as part of the service quality measurement where the results can indicate the management to address service recovery whenever there are service lapse.
- c) A further study to understand customers' expectations and changing expectations of the customers will contribute to improvement in service quality for many organizations.

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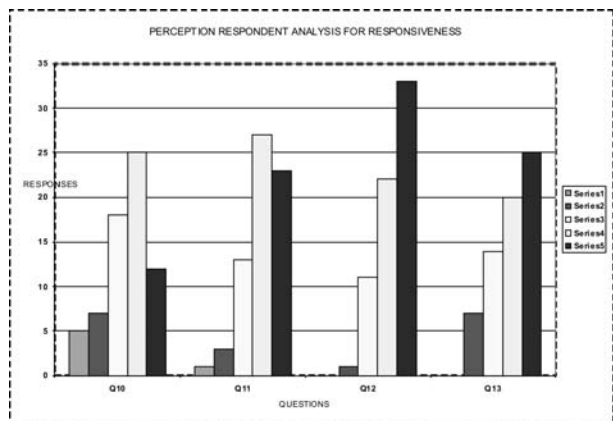
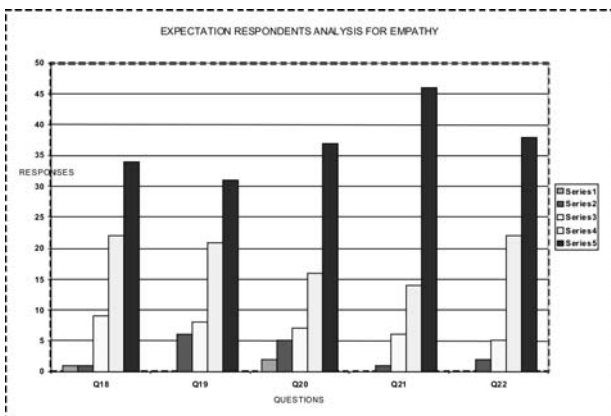
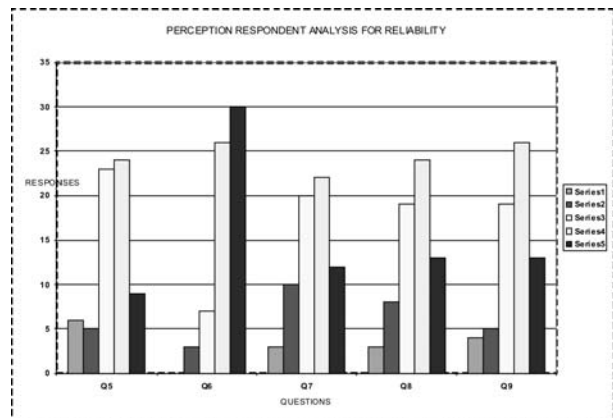
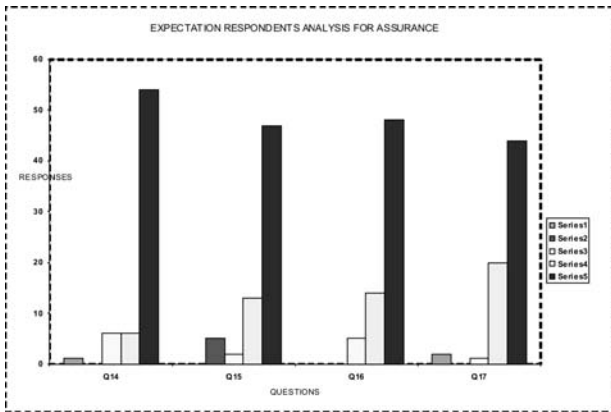
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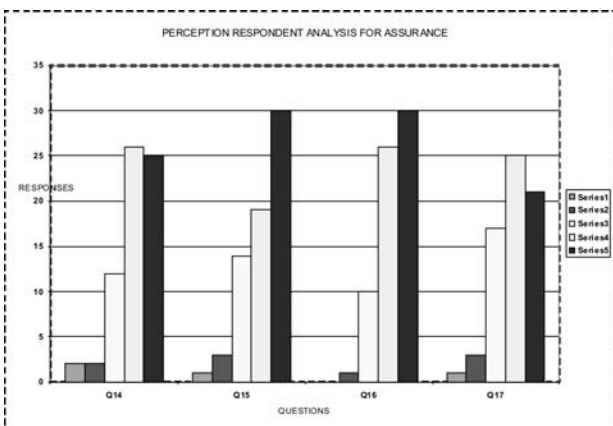
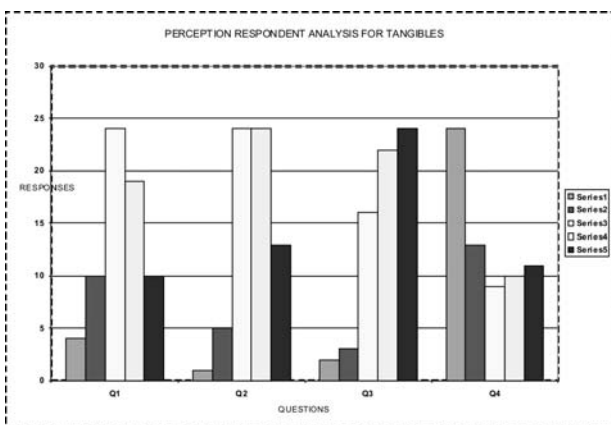


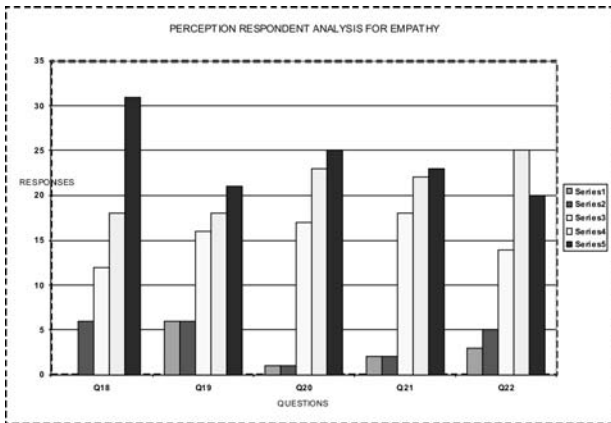


Measurement of Service Quality using SERVQUAL model in a Mining Environment



B: Respondent analysis for perception





features that you think such motor vehicle dealer must possess, as described by each statement.

- ♦ If you feel a feature is not at all essential for excellent motor dealer repair service that you have in mind, circle the number “1”.
- ♦ If you feel a feature is absolutely essential for excellent motor dealer repair service, circle the number “5”.
- ♦ If your feelings are less strong, circle one of the numbers in the middle (2 – 4)

There is no right or wrong answers, all we are need is the number that truly reflects your feelings regarding motor dealer repair service department that would deliver excellent quality service.

**SECTION C:**

**DIRECTIONS:** As a customer of motor vehicle repair services, you always envisage about a motor vehicle dealer who delivers excellent quality of repair service. Think about the kind of motor vehicle dealership that you would be pleased to do business with. Please indicate the extent of

*MDRSD – Motor Dealer Repair Service Department*

1	Excellent MDRSD will have modern looking equipment	1	2	3	4	5
2	The physical facilities at excellent MDRSD will be visually appealing.	1	2	3	4	5
3	Employees of excellent MDRSD will be neat appearing	1	2	3	4	5
4	Excellent MDRSD will always offer courtesy vehicle to their customers.	1	2	3	4	5
5	When excellent MDRSD promise to do something by a certain time, they will do so.	1	2	3	4	5
6	When customers have problems, excellent MDRSD will show a sincere interest in solving it.	1	2	3	4	5
7	Excellent MDRSD will diagnose the defect and repair it right the first time	1	2	3	4	5
8	Excellent MDRSD will deliver the repaired or serviced vehicle at the time that they promised.	1	2	3	4	5
9	Excellent MDRSD will maintain error-free records	1	2	3	4	5
10	Employees of excellent MDRSD will tell customers exactly when the vehicle will be ready for collection	1	2	3	4	5
11	Employees of excellent MDRSD will give prompt service to customers	1	2	3	4	5
12	Employees of excellent MDRSD will always be willing to help customers	1	2	3	4	5
13	Employees of excellent MDRSD will never be too busy to respond to customer requests	1	2	3	4	5
14	The behaviour of employees of excellent MDRSD will instill confidence in the customers	1	2	3	4	5
15	Customers of excellent MDRSD will feel safe in their transactions	1	2	3	4	5
16	Employees of excellent MDRSD will be consistently courteous with customers.	1	2	3	4	5
17	Employees of excellent MDRSD will have the knowledge to answer customers' questions	1	2	3	4	5
18	Excellent MDRSD will give customers individual attention.	1	2	3	4	5

Measurement of Service Quality using SERVQUAL model in a Mining Environment

The following set of statements relates to your feelings about our Vehicle Repair Service Department (VRSD). For each statement, please show the extent to which you believe that our company has the feature described by the statement.

“5” means that you strongly agree. You may circle any of the numbers in the middle that show how strong your feelings are. There is no right or wrong answers.

We value your perception about VRSD’s repair service.

*VRSD – Company’s Vehicle Repair Service Department*

Once again, circling the number “1” means that you strongly disagree that VRSD has that feature, and circling the number

1	VRSD has modern looking equipment.	1	2	3	4	5
2	VRSD’s physical facilities are visually appealing.	1	2	3	4	5
3	VRSD’s employees are neat in appearance.	1	2	3	4	5
4	VRSD always offer courtesy vehicle to their customers.	1	2	3	4	5
5	When VRSD promises to do something by a certain time, it does so.	1	2	3	4	5
6	When you have a problem, VRSD shows sincere interest in solving it.	1	2	3	4	5
7	VRSD diagnoses the defect and repairs correctly the first time.	1	2	3	4	5
8	VRSD delivers the repaired or serviced vehicle at the time they promised.	1	2	3	4	5
9	VRSD maintains error free records.	1	2	3	4	5
10	Employees of VRSD tell you exactly when the vehicle will be ready for collection.	1	2	3	4	5
11	Employees of VRSD give you prompt service.	1	2	3	4	5
12	Employees of VRSD are always willing to help you.	1	2	3	4	5
13	Employees of VRSD are never too busy to respond to your request.	1	2	3	4	5
14	The behaviour of employees of VRSD instills confidence in customers.	1	2	3	4	5
15	You feel safe in your transactions with VRSD.	1	2	3	4	5
16	Employees of VRSD are constantly courteous to you.	1	2	3	4	5
17	Employees of VRSD have the knowledge to answer your questions.	1	2	3	4	5
18	VRSD gives you individual attention.	1	2	3	4	5
19	VRSD has operating hours convenient to all its customers.	1	2	3	4	5
20	VRSD has employees who give you personal attention.	1	2	3	4	5
21	VRSD has your best interests at heart.	1	2	3	4	5
22	Employees of VRSD understand your specific needs.	1	2	3	4	5

POINT- ALLOCATION

Listed below are five features pertaining to the company's Repair Service Department and the repair service they offer. We would like to know how important each of these features is to you when you evaluate VRSD's quality of service.

Please allocate points out of 10 to each of these five features, according to importance each feature has for you; the more important a feature is to you, the more points you should allocate to it.

*(Example Ratings can be given as 5/10 , 3/10 , 4/10 , 5/10 , 9/10 i.e. any number from 1 to 10 )*

1. The appearance of the VRSD's physical facilities, equipment and tools, and courtesy vehicles.
2. The ability of VSRD to perform the promised service dependably and accurately.
3. The willingness of VSRD to help customers and provide prompt service.
4. The knowledge and courtesy of the VSRD's Department's employees and their ability to convey trust and confidence.
4. The caring and individualised attention that the VSRD's **provides its customers.**