Measuring Service Quality Expectation and Perception Using SERVQUAL: A Gap Analysis

Usman Ahmad Qadri*
National University of Modern Language, Officer Grade –III, The Bank of Punjab, Lahore, Pakistan

Abstract

The study was carried with the objective of understanding the level of gap exists between expectation (excellent bank) and perception (experience bank) among the banking customer in Pakistan in the content of service quality. This study is measuring service quality by using SERVQUAL; a perceived service quality questionnaire methodology. SERVQUAL examines five dimensions of service quality, responsiveness, assurance, empathy, tangible and Reliability. For each dimension of service quality measures both the perception and expectation of the service on a scale of 1 to 7, total questions in the questionnaire are 22. Through Gap analysis Gap score is calculated by subtracting the perception score from expectation score. A negative Gap indicates that the actual service is less than what was expected and the GAP is highlighted area for improvement. Convenience sample of 250 public and private bank’s account holders in Pakistan was used to collect the data. The finding of this study showed there is very huge Gap exists between excellent bank (expectation) and account holder experience (perception) bank in Pakistan with the regards of service quality. Finding of this study is help to minimize the GAP that was exist between excellent bank and account holder experience bank in Pakistan. This study used the word excellent bank because no bank in Pakistan up to the expectation of the account holders.

Keywords: SERVQUAL; Customer perception; Customer expectation; Gap analysis; Banking sector in Pakistan

Introduction

Commercial banks play the main role in the development of financial growth in the nation. Banking industry in Pakistan has been great transition during sixty-seven years of its history, especially since early 1970s. The nationalized commercial banks maintained their financial hold in financial services industry till the early part of 1990s before a major shake-up leading up to liberalization and reforms, which was instrumental in restructuring of the entire banking industry in 1990s. Berry et al. [1] investigated that service quality is measured with comparing customers’ perceptions and expectations of the services extended by the business; moreover perceptions are articulated as consumer’s experience about the service received and expectation as customer demand. Thus, the knowledge about customers’ perceptions and expectations is significant to service marketers to achieve sustainable viable advantage by maintaining quality service. The consistency competitive edge in the banking industry highlights the significance of quality of customer service. Hence, reviewing quality of service for the customer in the service industries such as insurance, hospitals, telecommunication, hospitals, and library is very vital in determining the standard expected from the service industry. To attain this attaining competitive edge, banking industries face the exceptional challenge of meeting the needs of the customers dependably and regularly [2-20].

Objective of the Study

The objective of this study is to understanding the level of gap exists between expectation (excellent bank) and perception (experience bank) among the banking customer in Pakistan in the content of service quality.

Literature Review

Berry et al. [1] said service quality is the conformance to consumer specification which are counts by the customer not management. Berry et al. explored the ways to increase quality throughout a service company. Berry et al. suggested that service quality is comparison of perception with expectation. Swailes and Dawees (1999) said banks know that customers will be retaining if they provide better service quality to the customers then competitors [21-28]. Chaoprasert and Elsey investigate that core competitive strategy for the banks is service quality furthermore; all the banks around the world have similar kinds of service and competitors. They said banks should investigate customer perception gap in the service quality for getting better market share. Cowling and new man investigated that two UK banks used SERVQUAL models after that both banks enjoying substantial enhances in the profit. Zeithaml investigated that profit for any business will increase if the organization provides the better quality of the services. Heskett et al. [29-40] explored the positive relationship between customer satisfaction, service quality and profitability. Zeithaml et al. [41-60] investigated that service quality is most important factor for success of any organization. In the banking industry, service quality is as critical factor as any other service organization. Newman and cowling investigated that service quality broadly used to investigate the performance of banking service. Parasuraman et al. [1] highlights the gaps that cause unsuccessful delivery. Accordingly Parasuraman et al. quality has five dimensions (i) assurance, (ii) empathy, (iii) responsiveness, (iv) Reliability, (v) tangible

Reliability

Leonard et al. investigated that Reliability has the ability to provide the promised service regularly, consistently, timely and accurately to the consumers (Tables 1-4).

*Corresponding author: Usman ahmad qadri, National University of Modern Language, Officer Grade –III, The Bank Of Punjab, Lahore, Pakistan, Tel: 042-6516855; E-mail: usmanahmadqadri@hotmail.com

Received May 15, 2015; Accepted June 16, 2015; Published June 23, 2015


Copyright: © 2015 Qadri UA. This is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.
ii. Assurance

Assurance means knowledge of competence, courtesy of staff, respects of customers, probity and confidentiality, safety and security and creditability (Tables 5-7).

(v) Tangible

Tangible defines as visual appealing, physical facilities, equipment, employees and communication materials. Tangible is the image of the organization services and physical represent [61-70] (Tables 8-11).

iii. Empathy

Empathy mean treating the customers as individual and understanding the needs and wants, customer easily access to the staff of the organization and to their service and information, staff communicate clearly, appropriately timely with their customer, organization understanding the needs and wants for the consumers, organization should give the appropriate service to customers accordingly they needs, organization should give the individual attention to every customer (Tables 12-15).

iv. Responsiveness

Responsiveness is the prompt attention to requests and questions, willingness to sort the problem and help, organization should provide the problem solution on demand, providing the better complaint handling service, providing the flexibility service to the customers (Tables 16-19).

Conceptual Framework

The Parssuraman, Zetham, and Berry theory of the Determinants of perceived quality (Figure 1).

<table>
<thead>
<tr>
<th>Item</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>RB1</td>
<td>When Experience/excellent banks assure to do great by a certain time, they do.</td>
</tr>
<tr>
<td>RB2</td>
<td>When a consumer has a issue, Experience/excellent banks will demonstrate a genuine interest in solving it.</td>
</tr>
<tr>
<td>RB3</td>
<td>Experience/excellent banks will execute the service true during the first instance.</td>
</tr>
<tr>
<td>RB4</td>
<td>Experience/excellent banks will execute the service at the time they assure to do so.</td>
</tr>
<tr>
<td>RB5</td>
<td>Experience/excellent banks will persist on error free records.</td>
</tr>
</tbody>
</table>

The study showed there is (-0.808) gaps exist between service quality Reliability of excellent bank and experience bank in Pakistan. The excellent bank mean scores of all items of service quality-Reliability are greater than the experience bank scores which show that a gap exists in the respect of service quality RELIABILITY. If we rank the service quality in the respect of Reliability factor the highest expectation of the account holders from the excellent banks are connected to the item (RB2) where gap between excellent bank and experience bank is (-1.646).

<table>
<thead>
<tr>
<th>Items</th>
<th>Number (N)</th>
<th>Experience bank</th>
<th>Expectation (excellent bank)</th>
<th>GAP=experience- Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>RB1</td>
<td>225</td>
<td>4.6901</td>
<td>4.6431</td>
<td>-0.047</td>
</tr>
<tr>
<td>RB2</td>
<td>225</td>
<td>4.621</td>
<td>3.8741</td>
<td>-1.666</td>
</tr>
<tr>
<td>RB3</td>
<td>225</td>
<td>4.7812</td>
<td>3.4312</td>
<td>-1.352</td>
</tr>
<tr>
<td>RB4</td>
<td>225</td>
<td>4.7229</td>
<td>3.2821</td>
<td>-1.44</td>
</tr>
<tr>
<td>Total SERVQUAL-reliability gap</td>
<td>4.7233</td>
<td>3.9147</td>
<td>-0.808</td>
<td></td>
</tr>
</tbody>
</table>

Table 1: Mean score of excellent bank and experience bank items of reliability.

<table>
<thead>
<tr>
<th>Items</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>The performance of employees in the excellent/experience bank instills self-assurance in you.</td>
</tr>
<tr>
<td>A2</td>
<td>You experience secure in your dealings with the excellent/experience bank.</td>
</tr>
<tr>
<td>A3</td>
<td>Employees in the excellent/experience bank are always polite with you.</td>
</tr>
<tr>
<td>A4</td>
<td>Employees in the excellent/experience bank have the information to reply your questions.</td>
</tr>
</tbody>
</table>

The study showed (Table 1) overall there is (-1.21) huge gap exist between service quality assurance of excellent bank and experience bank in Pakistan. The excellent bank mean scores of all items of service quality-assurance are greater than the experience bank scores which show that a gap exists in the respect of quality assurance. If we rank the service quality in the respect of assurance factor the highest expectation of the account holders from the experience banks are connected to the item (A3).
The study showed (Table 8) there is (-0.847) gap exists between service quality Tangible of excellent bank and experience bank in Pakistan. The excellent bank mean scores of all items of service quality-Tangible are greater than the experience bank scores which show that a gap exists in the respect of service quality Tangible. If we rank the service quality in the respect of Tangible factor the highest expectation of the account holders from the experience banks are connected to the item (T1) where gap between excellent bank and experience bank is (-1.872).

Table 8: Mean score of excellent bank and experience bank items of tangible.

<table>
<thead>
<tr>
<th>Items</th>
<th>Number (N)</th>
<th>Experience bank</th>
<th>Expectation (excellent bank)</th>
<th>GAP= experience-Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>T1</td>
<td>225</td>
<td>2.6341</td>
<td>4.5061</td>
<td>-1.872</td>
</tr>
<tr>
<td>T2</td>
<td>225</td>
<td>3.4146</td>
<td>4.1646</td>
<td>-0.750</td>
</tr>
<tr>
<td>T3</td>
<td>225</td>
<td>3.7622</td>
<td>3.8293</td>
<td>-0.067</td>
</tr>
<tr>
<td>T4</td>
<td>225</td>
<td>3.7521</td>
<td>4.4512</td>
<td>-0.699</td>
</tr>
<tr>
<td>Total SERVQUAL-Tangible gap</td>
<td>225</td>
<td>3.3907</td>
<td>4.2378</td>
<td>-0.847</td>
</tr>
</tbody>
</table>

The study showed (Table 8) there is (-0.919) gap exists between service quality Responsiveness of excellent bank and experience bank in Pakistan. The excellent bank mean scores of all items of service quality-Responsiveness are greater than the experience bank scores which show that a gap exists in the respect of service quality Responsiveness. If we rank the service quality in the respect of Responsiveness factor the highest expectation of the account holders from the experience banks are connected to the item (E1) where gap between excellent bank and experience bank is (-1.329).

Table 10: Paired sample statistics of tangible.

<table>
<thead>
<tr>
<th>Items</th>
<th>Number (N)</th>
<th>Experience bank</th>
<th>Expectation (excellent bank)</th>
<th>GAP= experience-Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1</td>
<td>225</td>
<td>4.3841</td>
<td>3.0549</td>
<td>1.3292</td>
</tr>
<tr>
<td>E2</td>
<td>225</td>
<td>3.9024</td>
<td>4.6463</td>
<td>-0.7439</td>
</tr>
<tr>
<td>E3</td>
<td>225</td>
<td>3.4024</td>
<td>4.4451</td>
<td>-1.0427</td>
</tr>
<tr>
<td>E4</td>
<td>225</td>
<td>4.1463</td>
<td>6.098</td>
<td>-2.0780</td>
</tr>
<tr>
<td>E5</td>
<td>225</td>
<td>4.2012</td>
<td>0.0000</td>
<td></td>
</tr>
<tr>
<td>Total SERVQUAL-empathy gap</td>
<td>225</td>
<td>20.0364</td>
<td>20.9573</td>
<td>-0.919</td>
</tr>
</tbody>
</table>

The study showed (Table 10) overall there is (-1.21) huge gap exist between service quality Responsiveness of excellent bank and experience bank in Pakistan. The excellent bank mean scores of all items of service quality-Responsiveness are greater than the experience bank scores which show that a gap exists in the respect of service quality Responsiveness. If we rank the service quality in the respect of Responsiveness factor the highest expectation of the account holders from the experience banks are connected to the item (R2).

Table 17: Responsiveness items of empathy.

<table>
<thead>
<tr>
<th>Item Statement</th>
<th>Number (N)</th>
<th>Experience bank</th>
<th>Expectation (excellent bank)</th>
<th>GAP= experience-Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 Employees of excellent banks will give clients individual attention.</td>
<td>225</td>
<td>3.4030</td>
<td>3.9024</td>
<td>-0.4994</td>
</tr>
<tr>
<td>E2 Experience/excellent banks will have clients best interest at heart</td>
<td>225</td>
<td>3.3884</td>
<td>3.36952</td>
<td>0.0000</td>
</tr>
<tr>
<td>E3 Employees of excellent banks will provide clients individual service.</td>
<td>225</td>
<td>3.4024</td>
<td>3.4541</td>
<td>-0.0527</td>
</tr>
<tr>
<td>E4 Experience/excellent banks will never be too busy to react to clients requests.</td>
<td>225</td>
<td>4.1463</td>
<td>4.2378</td>
<td>-0.0919</td>
</tr>
</tbody>
</table>

The study showed (Table 10) overall there is (-1.21) huge gap exist between service quality Responsiveness of excellent bank and experience bank in Pakistan. The excellent bank mean scores of all items of service quality-Responsiveness are greater than the experience bank scores which show that a gap exists in the respect of service quality Responsiveness. If we rank the service quality in the respect of Responsiveness factor the highest expectation of the account holders from the experience banks are connected to the item (R2).

Table 18: Paired sample statistics of responsiveness.

<table>
<thead>
<tr>
<th>Item Statement</th>
<th>Number (N)</th>
<th>Experience bank</th>
<th>Expectation (excellent bank)</th>
<th>GAP= experience-Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1 Employees of excellent banks will tell clients exactly when services will be executed.</td>
<td>225</td>
<td>4.3841</td>
<td>4.4541</td>
<td>-0.0700</td>
</tr>
<tr>
<td>E2 Employees of excellent banks will provide timely service to clients.</td>
<td>225</td>
<td>3.9024</td>
<td>4.4451</td>
<td>-0.5427</td>
</tr>
<tr>
<td>E3 Employees of excellent banks will consistently be willing to facilitate clients.</td>
<td>225</td>
<td>4.1463</td>
<td>4.2378</td>
<td>-0.0919</td>
</tr>
<tr>
<td>E4 Employees of excellent banks will never be too busy to react to clients requests.</td>
<td>225</td>
<td>4.2012</td>
<td>0.0000</td>
<td>1.1200</td>
</tr>
</tbody>
</table>

The study showed (Table 12) there is (-0.919) gap exists between service quality EMPATHY of excellent bank and experience bank in Pakistan. The excellent bank mean scores of all items of service quality-EMPATHY are greater than the experience bank scores which show that a gap exists in the respect of service quality EMPATHY [77]. If we rank the service quality in the respect of EMPATHY factor the highest expectation of the account holders from the experience banks are connected to the item (E1) where gap between excellent bank and experience bank is (-1.329).

Table 12: Mean score of excellent bank and experience bank items of empathy.
The above model shows the gap exists between expectation and perception in the content of service quality, in which the variance is attempted to be explained by the five independent variables of

i. Assurance
ii. Empathy
iii. Responsiveness
iv. Reliability
v. Tangible

Hypothesis

The following hypothesis were prepared for the purpose of the research-

i. There is no gap exist between service quality-assurance of excellent bank and experienced bank in Pakistan.
ii. There is no gap exist between service quality-empathy of excellent bank and experienced bank in Pakistan.
iii. There is no gap exist between service quality-responsiveness of excellent bank and experienced bank in Pakistan.
iv. There is no gap exist between service quality-Reliability of excellent bank and experienced bank in Pakistan.
v. There is no gap exist between service quality-tangible of excellent bank and experienced bank in Pakistan.

Methodology

The study used both secondary and primary data. Secondary data was collected from different, books, journal and websites and primary data was collected through a structure Questionnaire. Items of the questionnaire relating SERVQUAL dimension was adopted from Berry et al. The study was conducted in Lahore City. The questionnaires were distributed among the 250 account holders in banks of Pakistan.

Only 225 accordingly filled questionnaire were found appropriate. A convenience sampling technique is used for collecting the data within the city [71-76].

Data Analysis and Findings

Data obtained through questionnaire are punched and analyzed with help of “Statistical Package for Social Science” SPSS-17.

Conclusion and Recommendation

It is evident from the above there is gap exist between service quality of excellent bank and experience bank of Pakistan. The results of the research showed that account holders of the banks in Pakistan are not satisfied with banking services. Their expectations were higher than the experience of service quality from the existing bank in Pakistan in all aspect of SERVQUAL. The task of banking industry under such circumstances is to develop and implement new strategy that would minimize the gap between the excellent bank and experience bank. In order to minimize the gap between the account holder’s experiences and their expectation of the service quality, the officer, managers and executives in the banks have to ensure that every contact with the account holders is the positive experience for the account holders about the banks. It is important for the bank to define the service quality standards that are measurable and transparent.

Reference


60. Eppie YS (2007) Factors Affecting Customer Retention In Internet Banking among Hong Kong Professionals and Business Practitioners. University of Newcastle.


66. Keller KK Strategic Brand Management (3 ed.).


Submit your next manuscript and get advantages of OMICS Group submissions

Unique features:
• User friendly/feasible website-translation of your paper to 50 world’s leading languages
• Audio Version of published paper
• Digital articles to share and explore

Special features:
• 400 Open Access Journals
• 30,000 editorial team
• 21 days rapid review process
• Quality and quick editorial, review and publication processing
• Indexing at PubMed (partial), Scopus, IB&SO, Index Copernicus and Google Scholar etc
• Sharing Option, Social Networking Enabled
• Authors, Reviewers and Editors rewarded with online Scientific Credits
• Better discount for your subsequent articles

Submit your manuscript at: http://www.omicsonline.org/submission