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College of Business and Economics
Department of Management

EMBA Program

**Assessing the role of Service Quality on Customer Satisfaction using
SERVQUAL: The Case of MOENCO Vehicle Maintenance and Repair
in Addis Ababa Branch**

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**A Research Proposal in Partial Fulfillment of the Requirements for
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June, 2019

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DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfillment of the requirements for the degree of Executive Masters of Business Administration at Addis Ababa University, College of Business and economics, Department of Management. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorization and consent to carry out this research.

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This is to certify that the thesis work entitled “Assessing the role of Service Quality on Customer Satisfaction: The Case of MOENCO Vehicle Maintenance and Repair in Addis Ababa Branch” under taken by Abey Assefa for the partial fulfillment of degree of Executive Masters of Business Administration at the Addis Ababa University, to the best of my knowledge, is an original work and not submitted for any degree at this university or in any other university.

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Table of Contents

List of Contents	page
Table of contents.....	i
list of Tables	iii
List of Figures	iv
ACKNOWLEDGEMENTS	v
Abstract.....	vii
CHAPTER ONE: INTRODUCTION	1
1.1. Background of the Study	1
1.2. Company Background	2
1.3. Statement of the Problem	3
1.4. Research questions	4
1.5. Objectives	5
1.5.1. General objective:.....	5
1.5.2. Specific objectives	5
1.6 Scope of the Study	5
1.7 Limitations of the Study	5
1.8 Organization of the Study	6
CHAPTER TWO: LITERATURE REVIEW	7
2.1. Introduction	7
2.2. Theoretical Framework	7
2.2.1. Service Quality Concept	7
2.2.2. Customer Satisfaction	8
2.2.2.1. Definition of Customer Satisfaction.....	8
2.2.2.2. Customer Satisfaction Measures	10
2.2.2.3. Factors that Affect Customer Satisfaction	10
2.3. Relationship between service quality and customer satisfaction	11
2.4. Customers' Expectations compared to Perceptions	12
2.5. The Development and Evolution of the SERVQUAL Model	12
2.6. Service Quality Models	13
2.7. Application of the SERVQUAL Model in Different Contexts	17
2.8. For this study	18
CHAPTER THREE: RESEARCH METHODOLOGY	19
3.1. Introduction	19

3.2.	Description of study area	19
3.3.	Research Design	19
3.4.	Types and sources of data	19
3.5.	Population of the study	20
3.6.	Sample Size	20
3.7.	Data Collection methods	21
3.7.1.	The Questionnaire.....	22
3.7.2.	Administering of questionnaires	22
3.7.3.	Measurement.....	22
3.8.	Reliability and Validity	23
3.9.	Ethical Consideration	24
3.10.	Method of Data Analysis	24
3.11.	Chapter Summary	24
4.1.	Demographics	27
4.2.	Expectations and perceptions discussed	30
4.3.	SERVQUAL Results Discussions	32
4.3.1.	Tangibles	32
4.3.2.	Reliability	33
4.3.3.	Responsiveness	33
4.3.4.	Assurance.....	34
4.3.5.	Empathy.....	35
4.4.	Overall Score	35
4.5.	Validity Test	36
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS		38
5.1.	Summary	38
5.2.	Conclusion	38
5.3	Recommendations	39
5.4	Further Research	40
References		41

LIST OF TABLES

Table 2.1 – Proposed models for measuring service quality (adapted from Cauchick Miguel and Salomi, 2004).....	16
Table 3.1 Total Population by Segment.....	20
Table 3.2 Sample size by Segment	21
Table 3.3 Alpha Crobach Value Expectation Reliability Statistics	23
Table 3.4 Alpha Crobach Value Perception Reliability Statistics	23
Table 3.5 Alpha Crobach Value P-E Gap Reliability Statistics.....	24
Table 4.1 Summary of means of customers’ expectations and gap scores.....	30
Table 4.2 Summary of the Mean Scores for the 5 Dimensions	35
Table 4.3 Significance Test.....	36

LIST OF FIGURE

Figure 1.1 NPS Radar Chart	4
Figure 2.1 Model of service quality gaps	15
Figure 2.2 Servqual Conceptual Framework Qadri UA (2015).....	18
Figure 4.1 Gender Distribution (DM1).....	27
Figure 4.2 Age Distribution (DM2).....	27
Figure 4.3: Occupation (DM3)	28
Figure 4.4: Academic achievement (DM4)	28
Figure 4.5: Years worked in current firm (DM5)	29
Figure 4.6: Frequency of visit (DM6).....	29
Figure 4.7 Tangibility Gap Chart.....	32
Figure 4.8 Reliability Gap Chart.....	33
Figure 4.9 Responsiveness Gap Chart	33
Figure 4.10 Assurance Gap Chart.....	34
Figure 4.11 Empathy Gap Chart	35
Figure 4.12 Chart of Expection versus Perception Means for the 5 dimensions	36

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ACRONYMS

3S	: Vehicle Sales, Spare Parts Sales and Vehicle Repair Services
ERP	: Enterprise Resource Planning
IT	: Information Technology
MOENCO	: Motor and Engineering Company of Ethiopia
NGO	: Non- Governmental Organizations
NPS	: Net Promoter Score
SERVQUAL	: Service Quality
SPSS	: Statistical Package for the Social Sciences
UN	: United Nations

Abstract

To be successful, organizations must look into the needs and wants of their customers. Customer satisfaction is important because many researches have shown that customer satisfaction has a positive effect on an organization's profitability and leads to a competitive advantage. In the service sector it is not only what the customers get, but what they experience that is more important. The main objective of this study is to assess the role of service quality on customers' satisfaction for the case of MOENCO vehicle repair and maintenance services at Addis Ababa Branch. Data was collected from 372 service customers through questionnaire from the different customer segments at the location. The limitations are that it was done at a particular point in time and needs to be done at regular intervals to develop trends. The techniques of analysis used in this study are descriptive (frequency, percentage, mean and standard deviation) and paired t test for validity and Cronbach's test for reliability. SERVQUAL's 5 service determinants were used and customers expectation versus actual were measured for each of the determinants. Results indicate that customers were satisfied with the empathy, responsiveness and reliability dimensions, while they were dissatisfied with the tangibility and assurance dimensions. The ranking they gave with regards to importance is 1st-Tangibility, 2nd Assurance 3rd Reliability, 4th Responsiveness and 5th Empathy. By working to close the gaps where the perceptions were below the expectations in the different service quality dimensions MOENCO can improve its customer satisfaction.

Key words: Vehicle maintenance and repair service; Service Quality; Customer Satisfaction; SERVQUAL; Gap Analysis

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Service to the customer has now become an important business process influencing the profitability, performance, customer satisfaction and loyalty. (McMurrian & Matulich, 2006; Viljoen, Bennett, Berndt, & van Zyl, 2005).

It also has a strategic implication by enabling a competitive advantage, tapping into profitable opportunities, and contributing to the bottom line (Goofin & Price, 1996).

Thus all over the world, service providers are concerned in providing the best service quality to increase levels of customer satisfaction leading to loyalty (Reichheld, 1996; Zeithaml, Berry & Parrasuraman, 1996, Reichheld, 1993).

According to Tour and Kumar (2003) the duties and functions of the services sector are varied. These vary from providing logistics and spare parts, documentation, startup services, improved products, insurance, warranty, call center services, training and repair. In the motor vehicle industry the provision of maintenance and repair is an indispensable component of customer service. This ensures that the quality of the product is continuously maintained.

Consequently, the importance of the motor vehicle industry to the economies the world is immense. The sector play an enabling role in the overall mobility of the countries and plays a crucial role in the economy. Maintenance and repair services considered as after-sales services is therefore crucial if the motor vehicle industry can be sustained. The quality of services in the maintenance and repair service industry, therefore is very crucial. An improved service quality has been correlated to customer satisfaction and in turn to customer loyalty among others (Jahanshahi, Gashti, Mirdamadi, Nawaser and Khaksar, 2011; Van Es, 2012). Researchers and businesses have therefore been interested in the service quality improvement as it directly the business performance.

The aim of the study was to find out the service quality dimensions that are important to customers and to identify the gaps in the actual delivery against their expectations. This will enable the company to draw an action plan to close the gaps and also to identify its priorities. It will enable the company identify the pain points where if actioned would greatly enhance the customer satisfaction.

1.2. Company Background

MOENCO was established in 1959 and took sole distributorship of Toyota Franchise for Ethiopia in 1968. Since its establishment, MOENCO has grown in number of products it distributes; its manpower and branch networks throughout the country. Since its establishment 59 years ago, MOENCO has represents KOMATSU earth moving equipment, NEW HOLLAND Agricultural Machinery; MAHA vehicle inspection and Workshop equipment; TOYO Tyres; Batteries and many more products in the Ethiopian market.

MOENCO provides genuine parts and quality service throughout its 8 branches and 12 dealers.

Branch offices of MOENCO are located in Addis Ababa, Kality Machinery Branch, Mexico, Adama, Hawassa 1 and 2, Bahirdar 1 and 2, and Dire Dawa Branch.

Addis Ababa Branch operation has the below listed main functions.

- Customers service section (Reception, Customer Relation & Dispatch and Production).
- Service & Repair Section: responsible for regular service/maintenance and general works
- Body and Paint Section (Body Shop & Paint Shop)
- Quality Control: Responsible for quality assurance of customer vehicles serviced/repaired
- Training Center: Engaged in Technical staffs' knowledge and skill development.

(<https://MOENCOethiopia.com/about/> , retrieved in June 2019)

MOENCO is an affiliate of Inchcape Company, a London based company which is one of the largest global distributor and retailer of automotive vehicles. Its vision is to become the most trusted automotive distributor and retailer, and is currently using the Ignite Strategy of which one

of the five elements is giving exceptional customer experience. As an exclusive distributor of Toyota it is using Toyota Customer Service Philosophy, and other Toyota Policies and Processes.

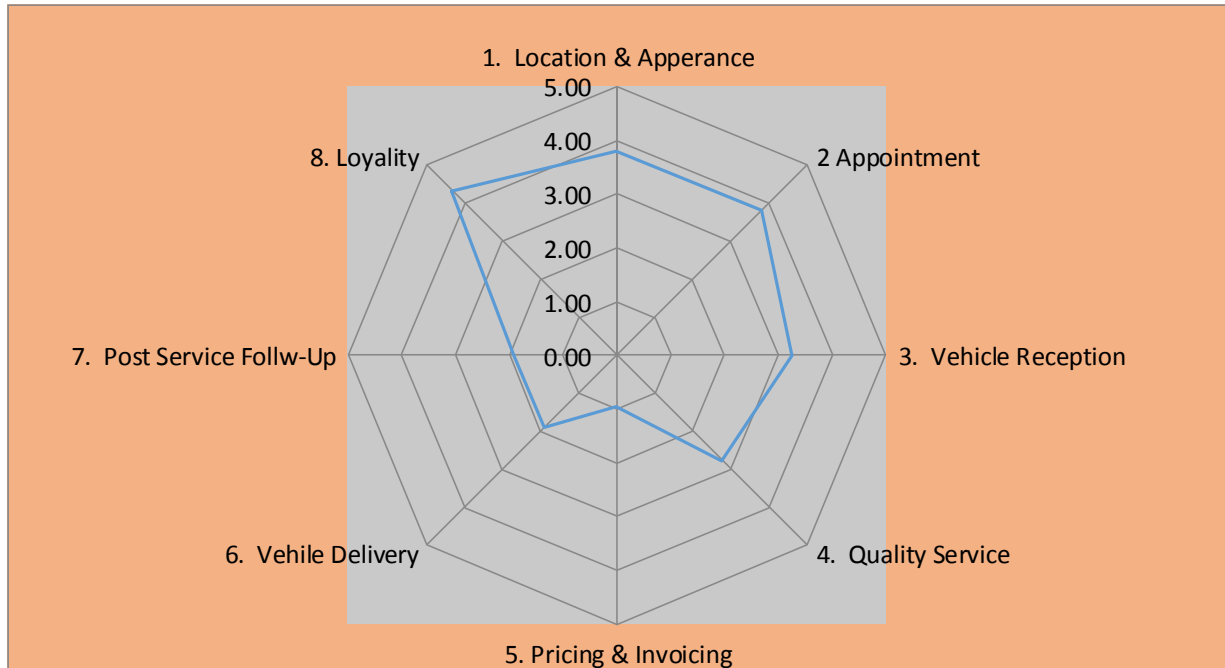
Despite putting in place all of the above processes, there are still complaints on the level of service given in the vehicle maintenance and repair service delivery at Addis Ababa Branch.

1.3. Statement of the Problem

The level of service delivery is directly linked to customer satisfaction or dissatisfaction Saravanan & Rao (2007). Wicks & Roethlein (2009) also reaffirm this link between service quality and customer satisfaction. While for the product sales for new vehicles and spare parts it is easier to gauge the satisfaction of customers, vehicle maintenance and repair is very difficult to measure customer satisfaction at is mostly an intangible service.

As per random interviews conducted customers have various complaints. MOENCO currently uses Mystery Shoppers and Net Promoter Score for measuring customer satisfaction. The Net Promoter Score which is based on questions asking if customer would recommend MOENCO to someone else, also indicated a score of 58%.

Figure 1.1 NPS Radar Chart



Source: MOENCO Database (2019)

It is therefore necessary to determine which of the service delivery determinants have gaps in expectations versus actual perception are leading to the dissatisfaction of customers. Customers usually come to the repair center when something is wrong with their vehicles, and they become very dissatisfied if the service delivery is not to their expectation. They usually will not have a spare vehicle while their vehicle is being maintained and further exaggerates their dissatisfaction. After carefully analyzing various research studies conducted so far using the SERVQUAL model was chosen by the Researcher, as the model was found successful in different service industries such as Retailer, education, restaurants, banking, health care, vehicle repair etc.,..

The researcher could get only one research conducted in the effect of after sales services on the customer satisfaction and loyalty at Holland Car PLC and MOENCO using Kano model by Kindye Essa (2011) in Ethiopia, and however it is not specific enough to vehicle maintenance and repair service as it covers the broader aftersales services.

1.4. Research questions

The main purpose of this study is service to assess the role of service quality on customer satisfaction using the SERVQUAL model in MOENCO Vehicle Maintenance and Repair Services Addis Ababa Branch.

The study was interested in the dimensions of service quality from the consumers' perspective through assessing their expectations and perceptions of service quality. Thus the researcher likes to answer the following questions in the study.

- How do customers perceive the vehicle maintenance and repair service quality in MOENCO against their expectations?
- Are customers satisfied with the service quality offered by MOENCO?
- Which dimensions of service quality are more important to the customers?
- Are the 5 dimensions of SERVQUAL valid for measuring the customers satisfaction for the Case of MOENCO

1.5. Objectives

1.5.1. General objective:

The general objective of this study is to investigate the role of service quality determinants on customer satisfaction in MOENCO Addis Ababa Branch for the Vehicles Maintenance and Repair Service.

1.5.2. Specific objectives

- To assess the vehicle maintenance and repair service quality in MOENCO from the point of view of customers
- To measure the customer satisfaction for each service quality dimension
- To identify which of the service quality dimensions are more important to the customers

1.6 Scope of the Study

It is known that MOENCO as a Company provides various services and operates throughout the country. Thus, the scope of this study is confined to measuring the role of service quality in the vehicle maintenance and repair on customer satisfaction at Addis Ababa Branch Service Center only.

1.7 Limitations of the Study

In as much as lots of commitment and enthusiasm was employed in conducting an intensive and thorough study, certain impediments were encountered. The study was done at a particular point in time and it would have been good to do the survey repeatedly over a longer period of time to see trends. Parasuraman et al (1988), propose that this model should be used on a company three to four times a year to measure the quality of its service over different times and identify trends. Respondents view may be biased due to the current lack of spare parts due to foreign exchange shortage which the researcher believes is temporary.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one introduces the background of study which avails information on the research problem, objectives, the scope and limitations of the study. Chapter two deals with the review of relevant literature and the theoretical framework of the service delivery and customer satisfaction. Chapter three discusses the research methodology adopted for the study and relevant justifications. Chapter four presents the findings and results of the study. Chapter five presents the conclusion, summary of major findings, recommendations and areas for future research.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

In this chapter, the study reviews relevant literature. The study discusses all the concepts that are important to this study, such as service quality, customer satisfaction, customers' expectations and perceptions. Also, a proper explanation of the SERVQUAL model is outlined in this chapter. The various dimensions (tangibility, reliability, responsiveness, assurance, empathy) of the SERVQUAL model are discussed and their applicability to the vehicle repair and maintenance sector. Other models measuring service quality and customer satisfaction are also sighted.

The study tries to bring out the service quality determinants or factors and does a gap analysis of customer expectations versus actual perceptions. The main reason for covering this chapter is to enhance the understanding of the main theories involved in this study and to answer the research questions.

2.2. Theoretical Framework

2.2.1. Service Quality Concept

A firm gains a competitive advantage by enhancing its service quality and gaining customer satisfaction Ladhari (2008). Service quality is a discussion subject among academicians and practitioners Negi (2009) and in services marketing literature service quality is defined as the overall assessment of a service by the customer which is termed customer experience Eshghi et al (2008). Ghylin et al (2008) also states that, by defining service quality, companies were able to deliver higher quality services. As per Parasuraman et al (1985) initial research, understanding service quality revolves about being intangible, heterogeneous and inseparable leading to easy measurement of service quality.

In this study, service quality can be defined as the difference between customers expectation for service performance prior to the service encounter and their perception of the service received. Customers' expectation serves as a indication for measuring the service quality because, quality is high when performance exceeds expectation and quality is low when performance does not meet their expectation Asubonteng (1996). Expectation is viewed in service quality literature as

desires or wants of consumer i.e., what they feel a service provider should offer rather than would offer Parasuraman et al (1988). Perceived service is the outcome of the customers' view of the service dimensions, which are both technical and functional in nature Gronroos (1984).

The customers' total perception of a service is based on his/her perception of the outcome and the process; the outcome therefore adds value or quality after the provision of the services Edvardsson (1998).

Parasuraman et al (1988) define perceived quality as a form of customers' attitude. Understanding customers' attitudes better helped in the way they perceive service quality.

Also Negi (2009) suggests that customer-perceived service quality is gaining attention in driving customer satisfaction and organizational performance. This makes service quality a very important dimension to understand and measure to enable identify gaps and put in place actions to improve customer satisfaction and performance.

In the context of MOENCO service quality is put in place as per Toyota standards and procedures. The Service given is also coined as "Quality Service". Currently there are NPS scores measures and a Mystery Shopper program. It is also part of the Ignite Strategy II which is about giving a great customer experience (<https://MOENCOethiopia.com/service/> , retrieved in June 2019)

Douglas & Connor (2003) emphasize that the customer with a better perception of quality has become more demanding and doesn't tolerate any gaps in service or product quality. It is very vital to note here that, service quality is not only about the end results, but also on the customer experience all throughout the service interaction process Douglas & Connor (2003).

2.2.2. Customer Satisfaction

2.2.2.1. Definition of Customer Satisfaction

Customer satisfaction is conceptualized in terms of a transaction-specific definition and it is based on the customers' experience on a particular service encounter Cronin & Taylor (1992) and also some think customer satisfaction is not a onetime experience, but is built over several transactions over time Jones & Suh (2000). We can induce from the above that customer satisfaction is based on both customer experience and outcome. In the case of MOENCO service

this starts from the time of the booking all the way to vehicle receiving, servicing and vehicle delivery to the customer.

Customer satisfaction is considered an attitude, Yi (1990). As per Giese & Cote (2000) definition, “customer satisfaction is identified by a response (cognitive or affective) that pertains to a particular focus (i.e. a purchase experience and/or the associated product) and occurs at a certain time (i.e. post-purchase, post-consumption)”. This is contrary to the definition that it is cumulative and occurs at a particular point in time.

For our study the cumulative approach seems more applicable as the service has frequent interactions and also repeat services over a long period of time and this is supported by Sureshchander et al (2002) who believe customers’ level of satisfaction is determined by their cumulative experiences at all of their points of contact.

Fornell (1992) defines customer satisfaction as an overall post-purchase evaluation by the customer and this is similar to that of Tse & Wilton (1988) who defined customer satisfaction as the consumer’s response to the evaluation of the perceived discrepancy between prior expectations and the actual performance of the product or service as perceived after its consumption.

According to Wicks & Roethlein (2009) customer satisfaction can be formed through an affective evaluation process and this affective evaluation is done following the purchase experience by the consumer.

Increased customer satisfaction leads to loyalty and hence improved business performance, Wicks & Roethlein (2009). It is therefore vital to keep the customers satisfied by trying to find out their expectations and perceptions of services offered. In this way, service quality could be assessed and customer satisfaction measured.

In our study, customers’ expectations versus perceptions will be analyzed which will in turn measure customer satisfaction. This means customer satisfactions will be measured against specific dimensions of service quality.

2.2.2.2. Customer Satisfaction Measures

Customer satisfaction measurement involves the collection of data that provides information about how satisfied or dissatisfied customers are with a service and are analyzed in many different ways. Many organizations carry out regular customer satisfaction surveys to know the trend over.

Henley center headlight vision Anon (2007) identifies the below five themes to measure customer satisfaction in the public health sector in the UK.

- **Delivery of the service** (how problems were handled, reliability, outcome etc...)
- **Timeliness** (waiting times, number of times contacted)
- **Information** (accuracy, enough information, kept informed)
- **Professionalism** (competent staff, fair treatment)
- **Staff attitude** (friendly, polite, sympathetic)

2.2.2.3. Factors that Affect Customer Satisfaction

Satisfaction which is vaguely defined as fulfilling the needs for which a good or service was made (Merriam Webster's Dictionary), but varies significantly across industries, demographics, individuals, groups and institutions Center for the study of Social Policy (2007). All along we have been trying to understand quality of services, quality of products, and satisfaction both in the arena of comfort and in terms of utility that is, the product or service fulfilling the actual purpose for which it was made and bought. This is however very important but the above intricacies about satisfaction cannot be under looked.

Sahim et al (2006) in an effort to find out whether customers were satisfied with the food services in the military hospital in Turkey realized that specific demographic characteristics were not of significance in determining the satisfaction of the patients but the appearance and taste of food was. Their emphasis on demographic characteristics gives the reader the impression that they thought it was going to be an important factor.

However in another study in Jiangsu province, to find out the differences in food preferences between students it was found that demographics plays an important role, Shi et al (2005).

Bailey et al (1983) identified 38 factors that affected the satisfaction of consumers of computers which are customized for computer users some of which were quality of the product, flexibility, reliability, priorities determination, security and expectations.

It has however been identified that human needs, quality of services and products, the user friendly nature of product and services, and comfort assurance Bailey et al (1983); Karen (2001) are some of the important determinants of customer satisfaction. Even though different customers will require different levels and combinations of these variables, they generally are important factors that affect customer satisfaction.

Matzler et al (2002) drew up the below factors that affect customer satisfaction;

1. **Basic factors:** these are the basic minimum that the customer needs from using the product or service. These factors are competency and accessibility.
2. **Performance factors:** these are the factors that lead to satisfaction if fulfilled and can lead to dissatisfaction if not fulfilled. These factors are reliability and friendliness.
3. **Excitement factors:** these are factors that would delight customers, but would not cause dissatisfaction if not delivered. These are project management.

2.3. Relationship between service quality and customer satisfaction

According to Sureshchandar et al (2002) customer satisfaction is a multi-dimensional construct like service quality. These means the same factors of service delivery will hold true for customer satisfaction.

Parasuraman et al (1985) suggested that when perceived service quality has a positive relationship with customer satisfaction. He supports that fact that service quality leads to customer satisfaction and this is in line with Saravana & Rao (2007) and Lee et al (2000) who ascertains that customer satisfaction depends on the level of service quality.

Fen & Lian (2005) found that both service quality and customer satisfaction have a positive effect on customers' loyalty.

Su et al (2002) studied the link between service quality and customer satisfaction came up with a similar conclusion. However, service difficulty is more abstract as there may be other factors to consider like price relative to service received and words of mouth.

According to Kindye Essa (2011) results indicate that vehicle after sale services (maintenance, spare parts supply, telephone service, warranty, car washing, and documentation services) is related to customer satisfaction based on the Kano Model.

2.4. Customers' Expectations compared to Perceptions

Gronroos (1982) and Parasuraman et al (1985) have proposed that customer's perception of service quality is based on the comparison of their expectations (what they feel service providers should offer) with their perceptions of the performance (what has actually been received) by the service provider.

Parasuraman et al (1988) elaborates that in satisfaction literature, expectations are considered as "predictions" by customers about what is likely to happen during a particular transaction while in service quality literature, they are viewed as desires or wants of consumers, that is, what they feel a service provider "should" offer rather than "would" offer.

Expectations are derived based on past experience and information received Douglas & Connor (2003). It is important to understand and measure customers' expectations against actual Negi (2009). Perceptions of customers are based only on what they receive from the service encounter Douglas & Connor (2003).

Parasuraman et al (1985) initially identified 10 determinants used in evaluating service quality; reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding the customer, and tangibility. They further linked service quality to satisfaction by analyzing the gaps in the above factors between expectation and perceptions Parasuraman et al (1985).

2.5. The Development and Evolution of the SERVQUAL Model

Parasuraman et al (1985) identified 97 attributes which were found to have an impact on service quality. These 97 attributes were the criteria that are important in assessing customers'

expectations and perceptions on delivered service Kumar et al (2009). These attributes were categorized into ten dimensions Parasuraman et al (1985) with ten dimensions for assessing service quality which were; tangibility, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding, knowing, customers, and access. They were further reduced to five dimensions which were;

Tangibility: physical facilities, equipment, and appearance of personnel

Reliability: ability to perform the promised service dependably and accurately

Responsiveness: willingness to help customers and provide prompt service

Assurance: knowledge and courtesy of employees and their ability to inspire trust and confidence

Empathy: caring individualized attention the firm provides to its customers

These original five dimensions are subject to 22 statements derived from Parasuraman et al (1988). This scale was further tested for reliability with the use of five independent samples in five different service industries of which the vehicle maintenance and repair service was one. The variables proved to be very reliable and qualified them as independent or linear factors that can be used to assess service quality Parasuraman et al (1988). Further a validity test was carried out using an empirical assessment by examining the convergent validity and was found valid Parasuraman et al (1988).

They equally require that in applying the model we should try to measure the relative importance of each dimension. This can be considered as weighted SERVQUAL model Cronin & Taylor (1992). The SERVQUAL model can be used for different customer segments by doing the analysis separately for each segment by determining their SERVQUAL score which is of course very important to know how to target the various segment Parasuraman et al (1988). Customer segmentation will be done for MOENCO service customers and will be analyzed accordingly and used for targeting the different segments.

2.6. Service Quality Models

As defined by Parasuraman et al (1988), service quality is the discrepancy between a customers' expectation of a service and the customers' perception of the service offering. Measuring service quality has been one of the most recurrent topics in management developed a conceptual model

of service quality where they identified five gaps that could impact the customers' evaluation of service quality in five different industries (retail banking, credit card, securities brokerage and vehicle repair and maintenance) from the customers and managers point of view.

These gaps were;

Gap 1: Consumer expectation - management perception gap

Not knowing what customers expect

Gap 2: Management perception - service quality specification gap

Wrong service quality standards

Gap 3: Service quality specifications – service delivery gap

The service performance gap

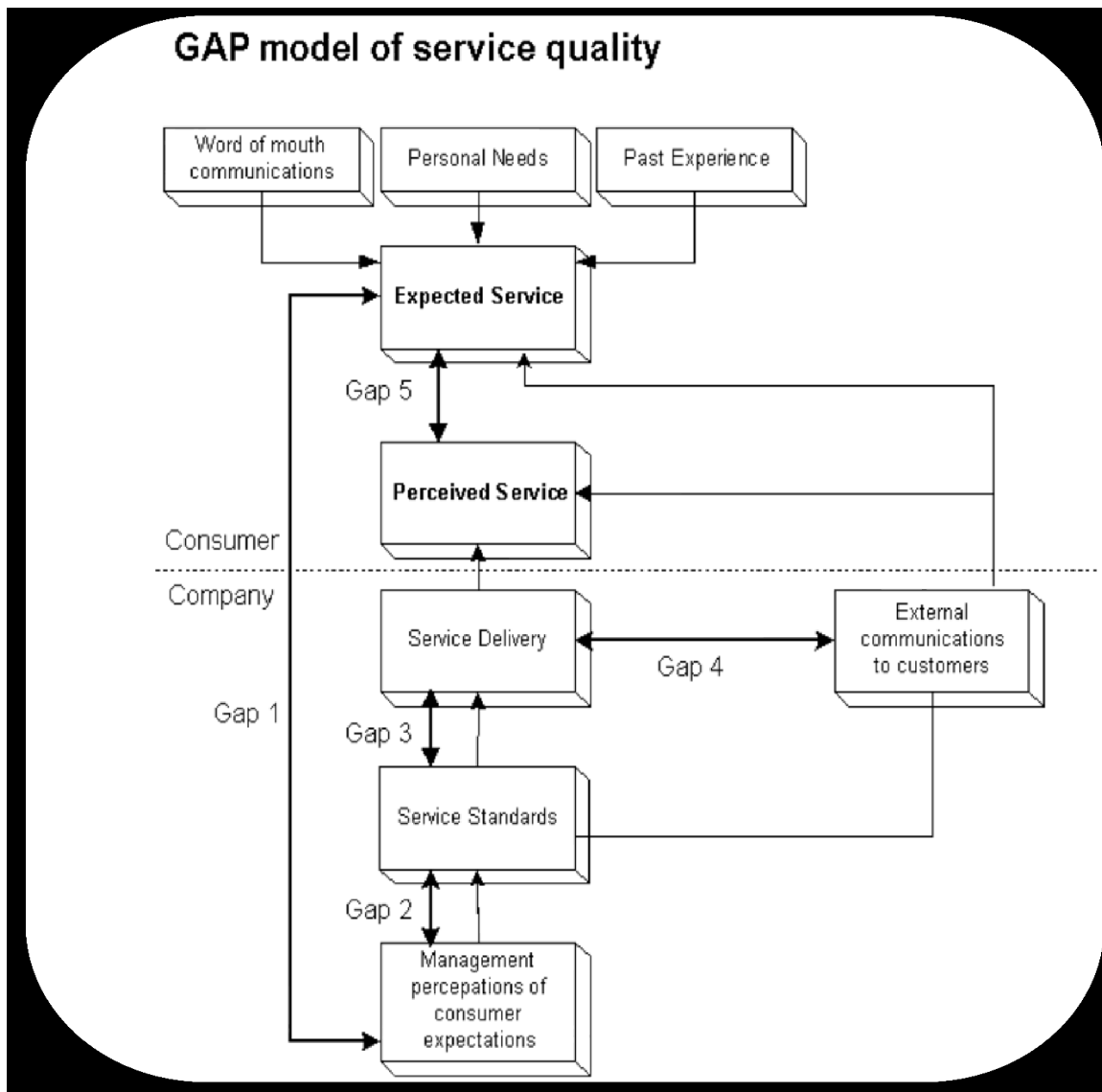
Gap 4: Service delivery – external communications gap

Promises do not match actual delivery

Gap 5: Expected Service – perceived service gap

The difference between customer expectation and perception

Figure 2.1 Model of service quality gaps



Source: Parasuraman et al (1985), Curry (1999 and Luk (2002).

Parasuraman et al (1988), later developed the SERVQUAL model which is a multi-item scale developed to assess customer perceptions of service quality in service and retail businesses. The scale decomposes the notion of service quality into five constructs as follows: Tangibility, Reliability, Responsiveness, Assurance and Empathy. It bases on capturing the gap between customers' expectations and experience which could be negative or positive if the expectation is higher than experience or expectation is less than or equal to experience respectively.

Table 2.1 – Proposed models for measuring service quality (adapted from Cauchick Miguel and Salomi, 2004).

Author	Model	Main Characteristics	Application
Grönroos (1984)	There is no mathematical representation	Quality is a function of expectations, outcomes and image	Different types of services
Parasuraman et al. (1985, 1988) SERVQUAL	$Q_i = P_i - E_i$	22-item scale using 5 quality dimensions	Different types of services including vehicle repair
Brown and Swartz (1989)	$Q_i = E_i - D_i$	Use 10 quality dimensions defined by Parasuraman et al. (1985)	Medical surgery
Bolton and Drew (1991)	Assessment model of service and value. There are many equations representing the model	Use four dimensions developed by Parasuraman et al (1988) and introduce the concept of value for quality assessment	Telephone services
Cronin and Taylor (1992) SERVPERF (1988)	$Q_i = P_i$	Use 5 quality dimensions defined by Parasuraman et al.	Different types of services
Teas (1993)	Model of ideal performance $Q_i = \sum W_i P_i - I_i $	Use 5 quality dimensions defined by Parasuraman et al. (1988)	Retail stores

The researcher has noted the wide use of SERVQUAL method in evaluating service quality across service sectors. In addition to its wide usage, different authors have adopted varied ways to improve discussions and use of SERVQUAL method. Galeeva (2016) has argued that ratios describe the perceived service quality performance in a more reasonable and logical way for management use. Oliver (1980 cited in Galeeva, 2016) has indicated that it is good to treat customer satisfaction and perceived service quality as ratios instead of difference scores. Tufte (2001) has also emphasized that graphics reveal data more precise than statistical calculations.

2.7. Application of the SERVQUAL Model in Different Contexts

Kumar et al (2009) used the SERVQUAL to identify the critical factors that influence service delivery in the Banking Sector in Malaysia. They modified the SERVQUAL model and used six dimensions; tangibility, reliability, responsiveness, assurance empathy and convenience used 26 statements. Tangibility had the smallest gap and convenience the largest gap. They end up with the recommendation that banks need to be convenient to customers Kumar et al (2009).

Curry et al (2002) in an attempt to assess the quality of physiotherapy services used the SERVQUAL model and three physiotherapy services in Dundee, Scotland. The quality gap is measured with these five dimensions with the application of an adaptable 22 item survey instruments. Their studies proved that assurance and empathy were very important in their research. In spite of the criticisms of the SERVQUAL model they confirm its potential applicability in measuring service quality in the public sector to determine consumer priorities and measure performance.

Negi (2009) used the model to determine customer satisfaction through perceived quality in the Telecommunication industry and found out that reliability, empathy and network quality proved to significantly effective in contributing to overall service quality and overall customer satisfaction with mobile services.

Akan (1995) used the SERVQUAL model in the four star hotels and found out that competence and courtesy combined with assurance where most important attributes influencing the perception of quality.

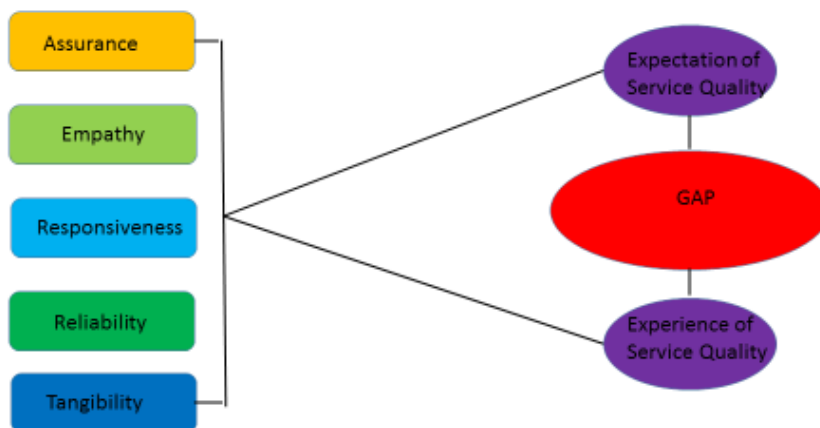
SERVQUAL which is initially constructed using factors analysis has been widely used across different industries with certain adaptations is the widely accepted model for determine the service quality factors affecting customer satisfaction.

2.8. For this study

Buttle (1994) and Cronin & Taylor (1992) however support the fact that this model is good for retailers of which the vehicle repair service was one of the sectors originally used in the research to understand the service expectations and perceptions of customers and make improvements because of its good reliability and validity. The researcher believes that customer satisfaction and service quality can be measured along the same dimensions as proposed by Parasuraman et al (1988).

Thus for this study, the researcher has adapted a SERVQUAL model with five dimensions: Tangibility, Reliability, Responsiveness, Assurance, empathy. The service quality gap is going to be measured with these five dimensions with the application of an adaptable 22 item survey instruments statements (see appendix 1). Therefore the model used for this study is as per the model below based on the customers point of view.

Figure 2.2 Servqual Conceptual Framework



Source : Qadri UA(2015)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter focuses on research design, study area, population of the study, sample size sampling technique, data source, data collection instruments, data analysis and presentation.

3.2. Description of study area

MOENCO Addis Ababa Branch located around Bole Area is a 3S facility, which means it provides Vehicle Sales, Parts Sales and Vehicle Service. The Vehicle Service facility has 80 bays and has a throughput of an average of 60 vehicles per day. There are different types of services like Express, Maintenance Service, General Repair and Body and Paints works.

3.3. Research Design

A research design provides a framework for the collection and analysis of data. A choice of research design reflects decisions about the priority being given to the following; expressing causal connections between variables, generalizing to larger groups of individuals than those actually forming part of the investigation, understanding behavior and meaning of that behavior in its specific social context and having a temporal (i.e. over time) appreciation of social phenomena and their interconnections Bryman & Bell (2007).

The researcher used descriptive research design. This design it enables us to be able to identify and categorize our variables and design of questionnaires such that they can capture all the data we need from the respondents. The study approached the respondents to find out their expectations and perceptions of service quality based on the dimensions of the SERVQUAL model.

3.4. Types and sources of data

The research methods which are used in this study are both quantitative and qualitative data. Both primary and secondary data are used to collect the required information. Structured

questionnaires are distributed to collect the primary data, while secondary sources like past Net Promoter Scores and MOENCO ERP Data Base were accessed.

3.5. Population of the study

The population of this study consisted of active customers of MOENCO Addis Ababa Branch Service Department where there were transactions in the year of 2018. According to secondary data obtained there were 5483 vehicles of customers which are categorized as per below.

Table 3.1 Total Population by Segment

Segment	Number of Vehicles
Government	3,200
Private Companies	1,067
Individuals	253
NGOs	963
Total	5,483

Source: MOENCO ERP Data Base

3.6. Sample Size

Stratified random sampling was employed to collect information from different segments of customers. This technique was preferred, because it minimizes bias when dealing segmented populations. With this technique, the sampling frame can be organized into relatively strata before selecting elements for the sample. According to Janet (2006), this technique increases the probability that the final sample will be representative in terms of the stratified groups which are the customer segmentations.

According to Catherine Dawson (2009), the right sample size in a study is dependent on the nature of the population and the purpose of the study. In addition to the purpose of the study and population size, three criteria usually are needed to determine the appropriate sample size: the level of precision, the level of confidence or risk, and the degree of variability in the attributes being measured (Miaoulis & Michener, 1976), Even though there are no general rules, the sample size usually relies on the population to be sampled.

A sample size determination equation by Yamane (1967) was used to arrive at a sample size of 5,483 customers with a 95 percent confidence level and 5 percent level of precision since it was relevant to studies.

The equation is as below:

$$n = \frac{N}{1 + N(e)^2}$$

Where, n=sample size

N=Population Size

e =the level of precision or sampling error

This equates to a sample size of **372**.

After getting the sample size for the whole population, further calculation was needed to decide the number of customers to be taken from each stratum/segment using proportional allocation.

After determining the number of respondent within a stratum, simple random sampling was used to select them.

Table 3.2 Sample size by Segment

Segment	Number of Vehicles	Sample Size
Government	3,200	217
Private Companies	1,067	72
Individuals	253	17
NGOs	963	65
Total	5,483	372

3.7. Data Collection methods

As a way of trying to measure service quality, researchers have developed a methodology known as SERVQUAL – a perceived service quality questionnaire survey methodology. It examines five dimensions of service quality: Reliability, Responsiveness Assurance; Empathy, and Tangibility.

These questionnaires has four sections:

The first part intended to acquire the demographic profile of the respondents, and the second part captures expectations which is filled before getting the service and the third part is the perceptions which is filled after getting the service. The fourth part captures the relative importance customers give to each of the 5 dimensions in general.

3.7.1. The Questionnaire

The SERVQUAL 5 dimensions (Tangibility, Reliability, Responsiveness, Assurance, and Empathy) which are subdivided into 22 statements, were adapted to measure the service quality of MOENCO Vehicle Service and Repair. As stipulated by the SERVQUAL model, the statements are divided into two parts, the first part seeks to measure the expectations of customers and the second part seeks to measure their perceptions. There is also a demographic part that provides general information about. This is to enable us get a better understanding of the type respondents and relate it to how they perceive service quality. There is also a section where customers' rate the relative importance of the 5 dimensions. This questionnaire has been tested for the automotive repair and maintenance services and has been tested successfully for reliability and validity for the specific industry under study by the researcher Parasuraman et al (1985, 1988).

3.7.2. Administering of questionnaires

The questionnaires were completed by customers who came to visit the service center. The expectations part of questionnaire was conducted when the customers enter the service center and the perception part just before they exit. This will avoid confusion to the customer between the two parts if they were to fill it at once. External contracted personnel were used to assist in this to minimize bias, to explain the questionnaires which were translated to Amharic for ease of understanding. This method also ensures a high survey completion rate.

3.7.3. Measurement

The SERVQUAL model is used to assess customers' expectations and perceptions regarding service quality in MOENCO. Both expectations and perceptions are measured using a 5-point scale to rate their level of agreement or disagreement (1strongly disagree and 5- strongly agree), on which the higher numbers indicate higher level of expectation or perceptions.

Perceptions are based on the actual service they receive in MOENCO while expectations are based on past experiences and information received about the company service. Service quality scores are the difference between the perception and expectation scores (P-E) with a possible range of values from -4 to +4(-4 stands for very dissatisfied and +4 means very satisfied). The quality score measures the service gap or the degree to which expectations exceed perceptions. The more positive the P-E scores, the higher the level of service quality leading to a higher level of customer satisfaction. Satisfaction and service quality are both treated together as functions of a customers' perceptions and expectations. In most cases, when expectation and perception are equal, service quality is satisfactory.

3.8. Reliability and Validity

Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. George and Mallery (2003) provide the following rules of thumb:

“_ > .9 – Excellent, _ > .8 – Good, _ > .7 – Acceptable, _ > .6 – Questionable, _ > .5 – Poor and _ < .5 – Unacceptable”

Table 3.3 Alpha Cronbach Value Expectation Reliability Statistics
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.869	.878	22

Table 3.4 Alpha Cronbach Value Perception Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.942	.943	22

Table 3.5 Alpha Cronbach Value P-E Gap Reliability Statistics
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.837	.837	22

Therefore the reliability for the expectation, perception and the gap is very good.

3.9. Ethical Consideration

The ethical issues is considered in the study: informed consent (by informing the respondents regarding that background of the study, including the importance of the data is going to be gathered from them) and issues of confidentiality (by ensuring that respondents that all of the information in this study will solely be used for the academic purpose only and for future improvements in the delivery of service).

3.10. Method of Data Analysis

The respondent's data was statistically analyzed using Statistical Package for Social Science SPSS Version 24. The first hand data was entered into Ms. Excel and exported to SPSS package.

Table and charts were used to ensure easy and quick interpretation of data. Descriptive statistics was used to analyze all data gathered in the form of frequencies, percentage, mean and standard deviations. Reliability using Cronbach's alpha and validity will be checked. Finally, the analysis and interpretation of the data will leads to conclusions and recommendations.

3.11. Chapter Summary

Data was collected by administering an adapted questionnaires from SERVQUAL 22 questions. As per the literature review done above the 5 dimensions with 22 standard questions of Servqual have been used originally by Parasuraman et al (1988) for the Repair and Maintenance Industry out of the five industries tested. Also on another study by (Emmanuel Baffour-Awuah, 2018)

concludes that "the 5-dimension model may not be universal per se but may best be described as the closest to an ideal model which can be used as a basis for other subsequent models within the industry. Thus the full constructs of the 5-dimension service quality conceptualization model when critically and carefully analyzed on comparative basis to newly-proposed or suggested models, in the industry, appear to go a long way to support its closest-to-the-ideal nature."

SPSS V 24 is used to analyze a descriptive statistics in the form of frequency, percentage and mean are used.

CHAPTER FOUR: RESULTS AND DISCUSSION

This chapter presents characteristics of the studied population, analysis and interpretation of the data collected. Out of the sample size of 372 service customers at MOENCO Vehicle Repair and Maintenance Department. Before going directly to discussion of the result, it would be better to introduce the respondents, because having an understanding about the respondents may help to estimate the accuracy of the information provided by them.

The objective of the analysis of primary data collected from survey as presented in the previous chapter is to answer our research questions, which include finding out how customers perceive the service quality against their expectations for each dimension. It will also tell us which determinants are more important from the customers' perspective and how well the 5 dimensions measure customer satisfaction.

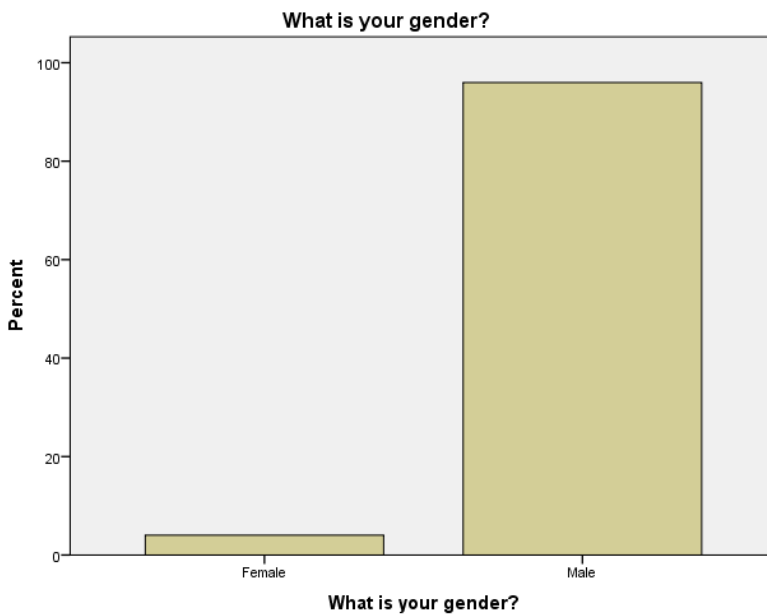
Data analysis for this study was done in two steps, the preliminary analysis and the main analysis. For preliminary analysis which involves mainly descriptive statistics to summarize data, the demographic characteristics of the respondents were outlined in order to simplify the understanding of the data.

The main analysis involved gap score analysis whereby descriptive statistics were applied to summarize means of perceptions and expectations of consumers. We calculate the perception minus expectation scores for each item and dimension in order to identify the service quality gaps.

In addition, reliability and validity were checked.

4.1. Demographics

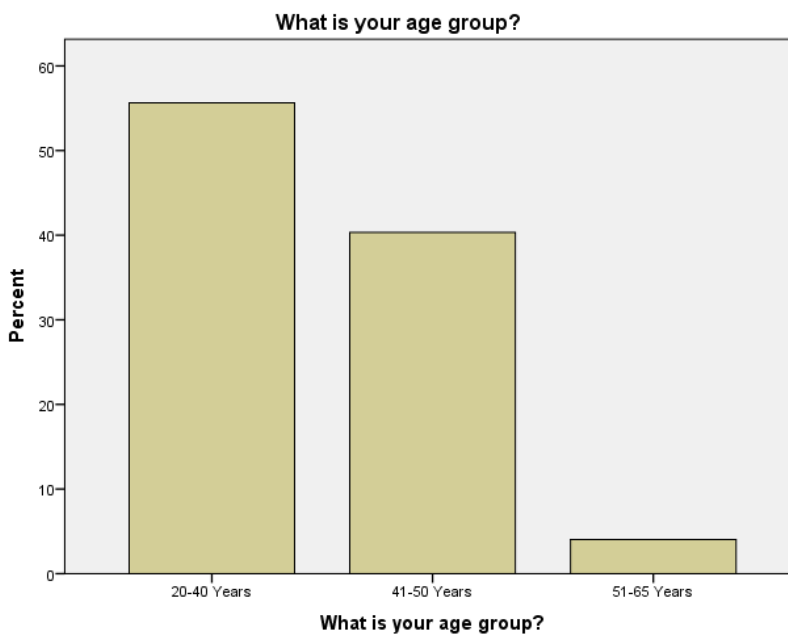
Figure 4.1 Gender Distribution (DM1)



Source: From Demographic questionnaire analysis result by SPSS (June 2019)

As per figure 4.1 it shows that the customers who come to the service center are almost all male. This may be because most professional drivers are male.

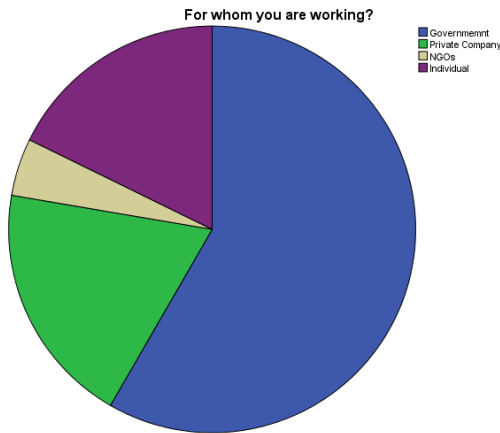
Figure 4.2 Age Distribution (DM2)



Source: From Demographic questionnaire analysis result by SPSS (June 2019)

As per Figure 4.2, majority of the customers are young to middle age. We don't have anyone below the age of 20 which is consistent with the driving license requirement.

Figure 4.3: Occupation (DM3)



Source: From Demographic questionnaire analysis result by SPSS (June 2019)

This is consistent with the segmentation data and the individual/own business customers look higher because the Taxi are included in this category.

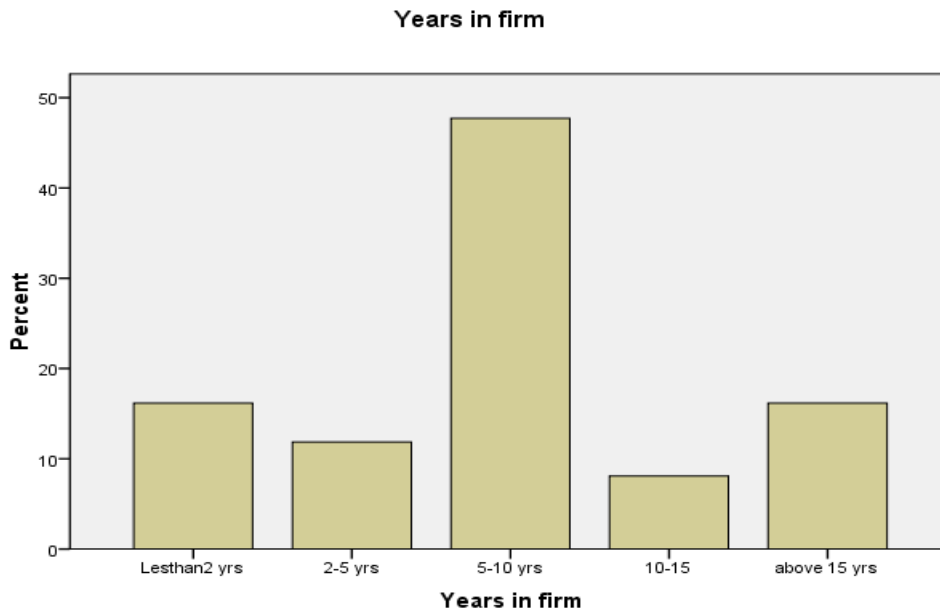
Figure 4.4: Academic achievement (DM4)



Source: From Demographic questionnaire analysis result by SPSS (June 2019)

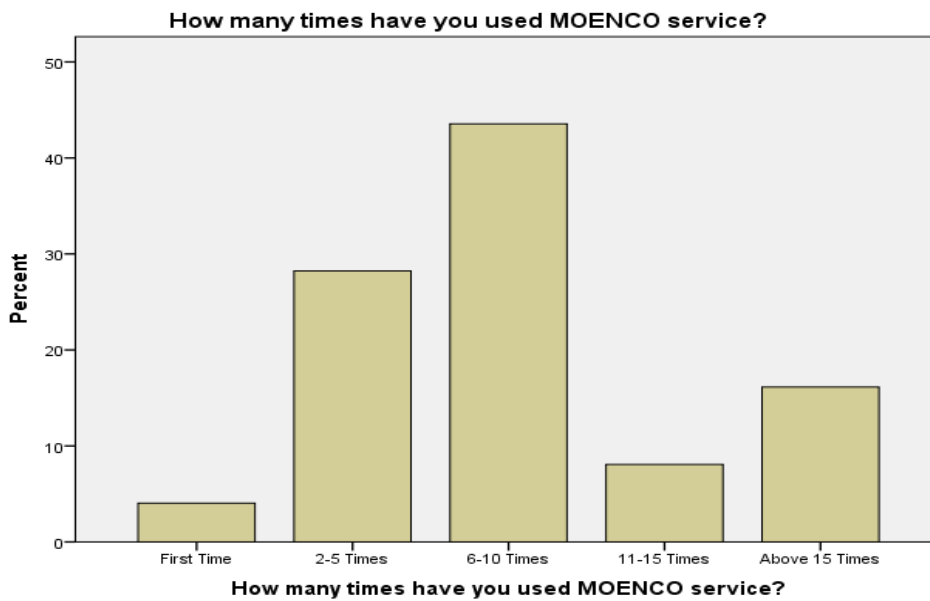
As per figure 4.4, most customers have a first degree. This means that they could understand well the questionnaire and give accurate answers.

Figure 4.5: Years worked in current firm (DM5)



As per the survey most have worked for 5 to 10 years.

Figure 4.6: Frequency of visit (DM6)



Source: From Demographic questionnaire analysis result by SPSS (June 2019)

This shows that most of the customers are repeat customers. This is due to the fact that most organizations have contracts and the vehicles are also serviced on average 2.9 times per year.

4.2. Expectations and perceptions discussed

Table 4.1 Summary of means of customers' expectations and gap scores
Item Statistics

	Expectation Mean	Perception Mean	Gap=Perception-Expectation
Tangibility			
Up-to-date equipment	4.64	4.00	-0.64
Physical facilities are visually appealing	4.56	4.37	-0.19
Employees well-dressed/neat	4.44	4.19	-0.25
Appearance of the physical facilities are consistent with the type of service industry	3.91	3.41	-0.5
Reliability			
The firm meets their promised time-frames for response	3.60	3.63	0.03
The firm is sympathetic and reassuring, when the customer has problems	3.56	3.73	0.17
They are dependable	3.64	3.77	0.13
They provide their services at the times promised	3.47	3.97	0.5
They keep accurate records	3.48	3.55	0.07
Responsiveness			
They shouldn't be expected to tell customers exactly when the service will be performed, negative	2.83	3.60	0.77
It is not reasonable to expect prompt service from employees, negative	3.16	3.41	0.25

Employees do not always have to be willing to help customers, negative	2.95	3.28	0.33
It's OK to be too busy to respond promptly to customer requests, negative	3.15	3.88	0.73
Assurance			
Employees should be trustworthy	3.52	3.92	0.4
Customers should feel safe when transacting with employees	4.12	4.06	-0.06
Employees should be polite	4.36	3.73	-0.63
Employees should get adequate support from the firm to do their job well	4.00	3.26	-0.74
Empathy			
Firms should not be expected to give each customer individualized attention, negative	3.32	2.87	-0.45
Employees should not be expected to give each customer individualized attention, negative	2.05	2.95	0.9
It is unrealistic to expect employees to fully understand the needs of the customer, negative	2.36	2.91	0.55
It is unreasonable to expect employees to have the best interests of the customer at heart, negative	2.71	3.00	0.29
Firms should not necessarily have to operate at hours convenient to all customers, negative	2.26	3.69	1.43

Source: SPSS (June 2019)

Expectations and perceptions were both measured by the 5-point likert scale whereby the higher numbers indicate higher level of expectation or perception. In general, consumer expectation exceeded the perceived level of service shown by the perception scores. This resulted in a negative gap score (Perception – Expectation). According to Parasuraman et al., (1988, p.30) it is however common for consumers' expectation to exceed the actual service perceived and this signifies that there is always need for improvement.

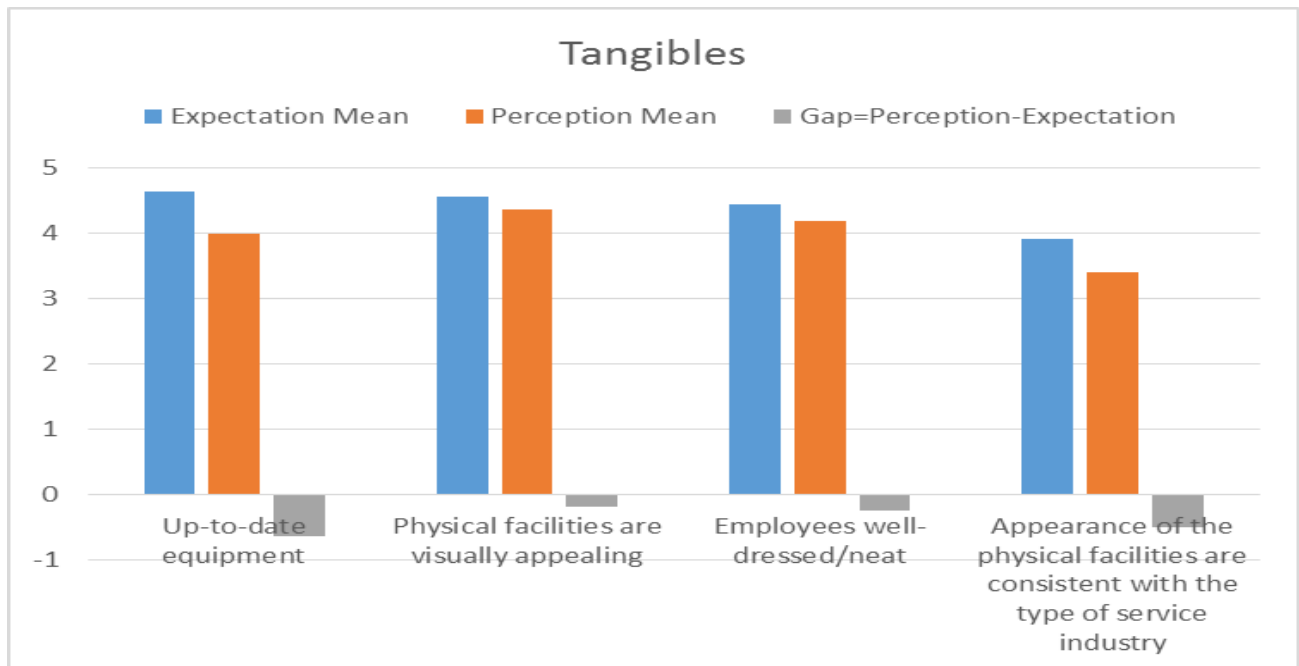
The gap scores are the difference between the perception and expectation scores with a range of values from -4 to +4 and these gap scores measure service quality and customer satisfaction. The more perceptions are close to expectations, the higher the perceived level of quality.

As per table 4.1 above the results vary from high dissatisfaction whereby employees are not getting adequate support from MOENCO and being impolite and high satisfaction in opening hours being convenient to customers. This is in line with the recently started working through lunch, early bird and extended hours opening times.

4.3. SERVQUAL Results Discussions

4.3.1. Tangibles

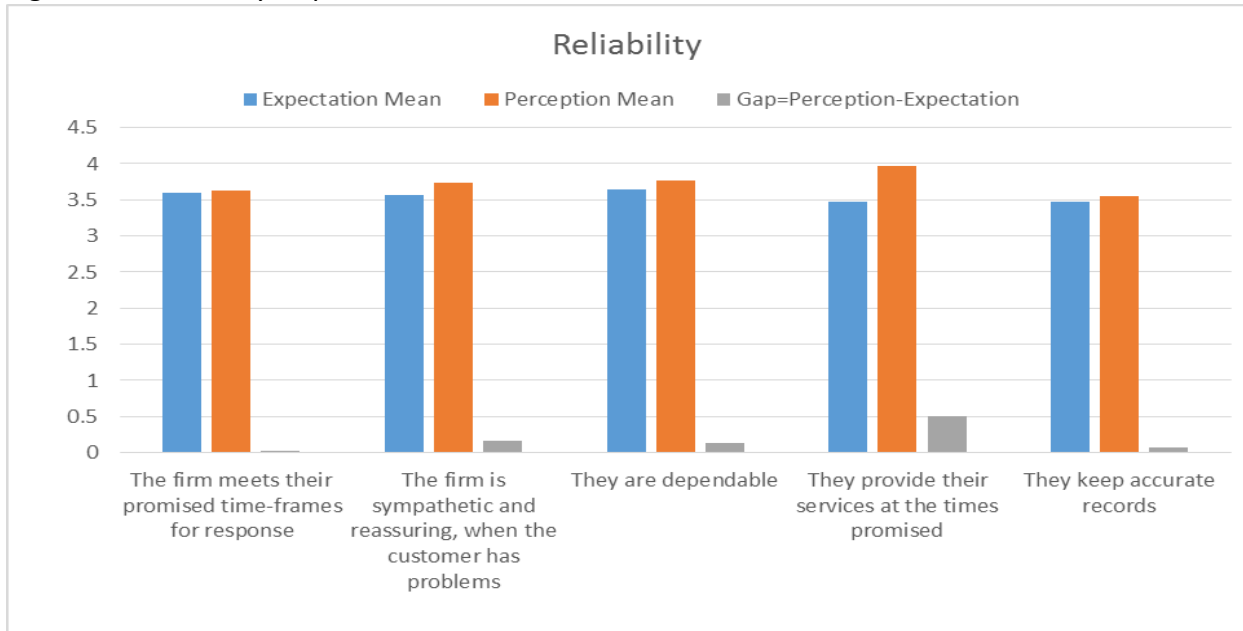
Figure 4.7 Tangibility Gap Chart



It can be seen from the above table that customers' expectation is high in terms of up-to-date equipment and appealing physical facilities. However, the actual perceptions are lower in all questions under the tangible dimension.

4.3.2. Reliability

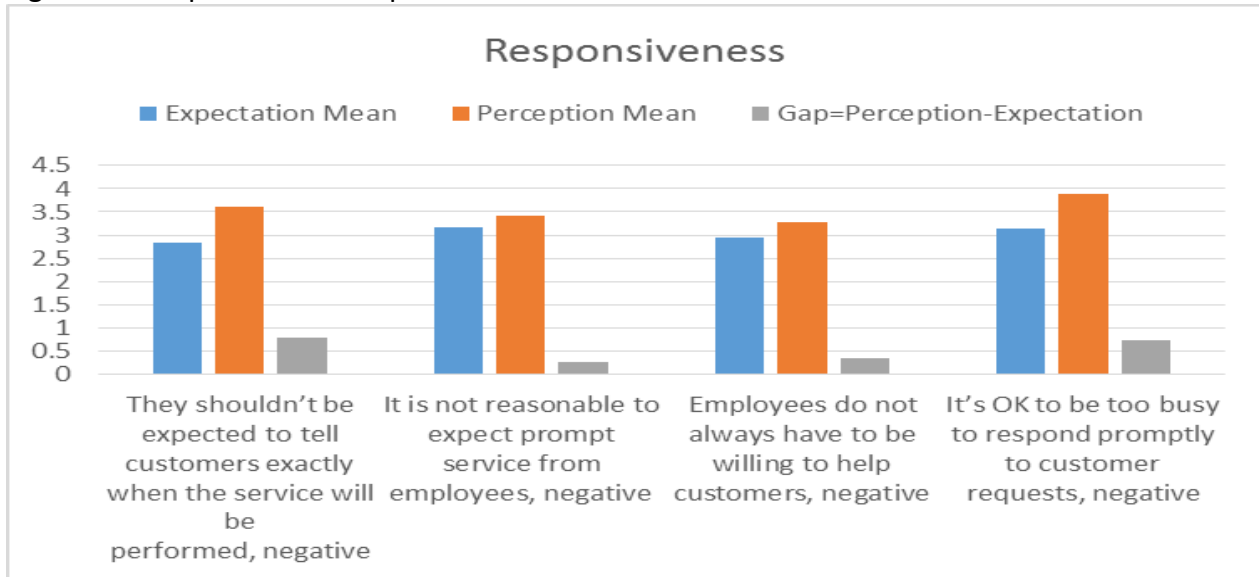
Figure 4.8 Reliability Gap Chart



As per figure 4.8 we can see that the customers overall expectations on reliability is not so high and we also see that the customers are satisfied with all the reliability service dimensions.

4.3.3. Responsiveness

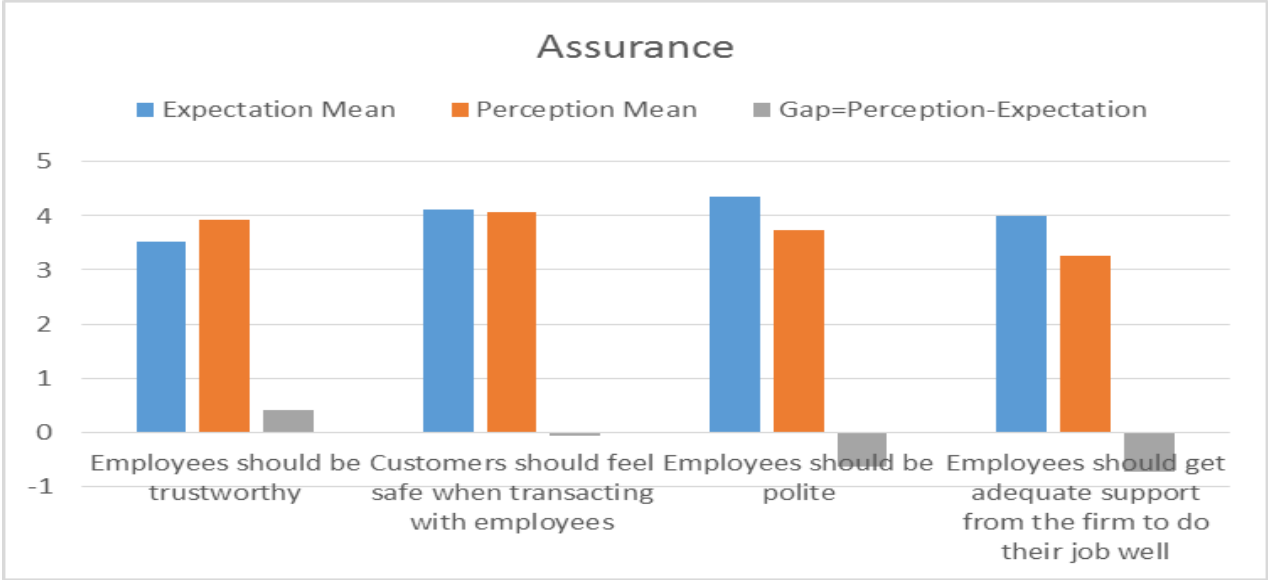
Figure 4.9 Responsiveness Gap Chart



As per figure 4.9 the customers' are satisfied with all responsiveness measures and the overall expectation is medium for this dimension.

4.3.4. Assurance

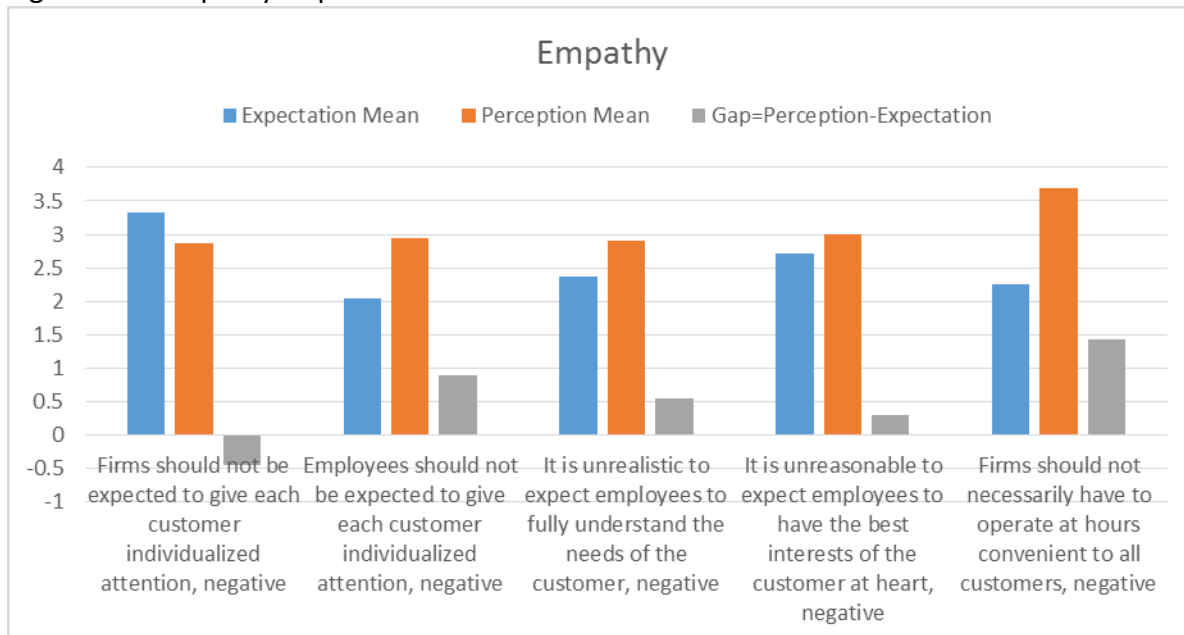
Figure 4.10 Assurance Gap Chart



As per figure 4.10 the customers' are satisfied with employees being trustworthy and feeling safe. However, they feel that employees are impolite and need to get adequate support to do their job well.

4.3.5. Empathy

Figure 4.11 Empathy Gap Chart



As per figure 4.10 the customers' overall expectation on empathy is medium and are satisfied with the measures, highly satisfied with the opening hours and dissatisfied by not being given individualized attention.

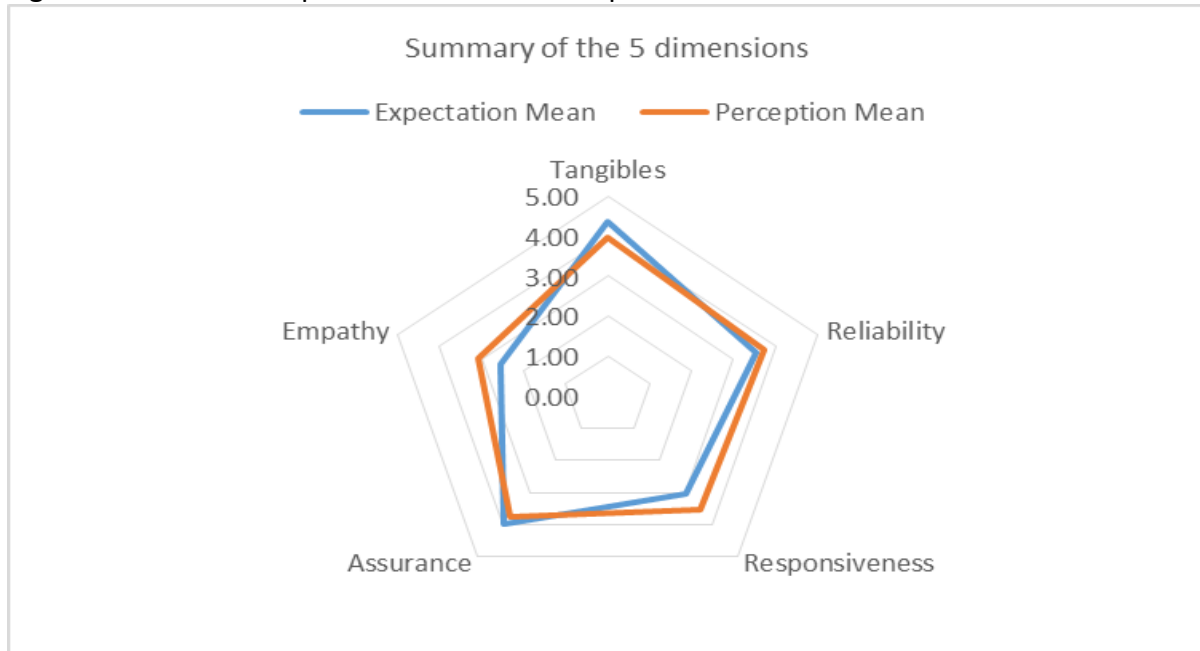
4.4. Overall Score

Table 4.2 Summary of the Mean Scores for the 5 Dimensions

	Expectation Mean	Perception Mean	Gap=Perception-Expectation
Tangibility	4.39	3.99	-0.40
Reliability	3.55	3.73	0.18
Responsiveness	3.02	3.54	0.52
Assurance	4.00	3.74	-0.26
Empathy	2.54	3.08	0.54

The highest expectation of 4.39 is for the tangibility dimension, with a shortfall of -0.4, and the lowest expectation of 2.54 is for the empathy dimension with a surplus satisfaction of 0.54.

Figure 4.12 Chart of Expectations versus Perceptions Means for the 5 dimensions



4.5. Validity Test

Table 4.3 Significance Test

Paired Samples Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
APTA - AETA	-.38575	1.35162	.07008	-.52355	-.24795	-5.505	371	.000
APRL - AERL	-.21774	1.52810	.07923	.06195	.37354	2.748	371	.006
APRS - AERS	-.54704	1.71332	.08883	.37237	.72172	6.158	371	.000
APRS - AEAS	-.27317	1.38820	.07357	-.41787	-.12848	-3.713	355	.000
APRS - AEEM	-.56505	1.53744	.07971	.40831	.72180	7.089	371	.000

Source: SPSS Output (June 2019)

As per the above paired t-test, all significance results were found to be below 0.05. This means that the gaps of the means for all dimensions are significant and hence valid. It means that there is a significant gap between the mean perception and the mean expectation for all dimensions which validates the results.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary

In this chapter, answers to research questions are presented by summarizing findings from the analysis and discussion chapter. This chapter also covers the recommendations and areas for further research.

From the results it can be seen that the expectations for tangibility and assurance are high and MOENCO has a shortfall in these two dimensions. Up to date equipment, dressing of staff and appearance of physical facilities scored low in tangibility, while in assurance employees were perceived to be impolite and needed adequate support from MOENCO to carry out their jobs well. On the other hand employees were found trustworthy and safe to deal with.

In terms of reliability all were positive and what stood out was the fact that MOENCO was perceived to keep its promise in delivery times.

In terms of responsiveness MOENCO was rated satisfactory in all areas meaning that it responds well to customer demand.

In the empathy dimension, employees were doing their best to cater to the feelings and needs of the customers, the firm's opening hours were also seen as very convenient. This is due to the early bird service, through lunch work and extended late vehicle pickup. What needs improvement is for MOENCO to provide individualized/personalized services.

5.2. Conclusion

Overall it can be concluded that MOENCO is giving satisfactory service except some areas that need improvement as outlined above. Improving the gaps will enhance customer's satisfaction and enable excellent customer experience.

It can also be confidently stated that the 5 dimensions are a valid and significant tool for measuring service quality and customer satisfaction for the Case of MOENCO Addis Ababa Branch, Vehicle Maintenance and Repair Service as per the results of the analysis.

5.3 Recommendations

	Gap	Recommended Actions
Tangibility		
Up-to-date equipment	-0.64	Keep on investing in getting up-to-date equipment. Advertise and promote the state of the art facilities to the customers by arranging tours, visual photos, on website, etc..
Employees well-dressed/neat	-0.25	Improve the way employees dress standards and neatness
Appearance of the physical facilities are consistent with the type of service industry	-0.5	Invest in upgrading the facilities
Assurance		
Employees should be polite	-0.63	Give customer handling training to staff, enforce strict supervision and have a customer complaints handling system
Employees should get adequate support from the firm to do their job well	-0.74	MOENCO to give adequate training and the required resources to employees
Empathy		
Firms should not be expected to give each customer individualized attention, negative	-0.45	MOENCO should start giving personalized service. This maybe by having loyalty programs, separate windows for frequent customers, personalizing the service using the ERP CRM based on past customer preferences, names, etc..

In addition to the above areas for improvement it is to be noted that it still needs to keep on doing what it is currently doing consistently in the dimensions where customers are satisfied, to avoid any shortfalls.

5.4 Further Research

The research should be expanded in geography to check if the same holds true for the other branches of MOENCO. This will also enable us to see if the customers' expectations stays the same across branches.

The study could be even be further detailed to see the scores by customer segments separately, so that the service given is tailored based on the customer segments.

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Appendix I
Addis Ababa University
College of Business and Economics
EMBA Program

Dear respondents:

The purpose of this questionnaire is to gather data in order to **Assess the role of Service Quality on Customer Satisfaction: For**

Please co-operate by filling the questionnaire, because yours genuine, frank and on time response is vital for the success of my study.

Besides, the data gathered by this questionnaire is purely for academic purpose and your response will be secured anonymously.

Thus, I kindly request you to respond to each item carefully as it will take a few minutes.

Please note that:

1. No need of writing your name.
2. Please fill the answer by putting “√” mark.
3. Please give more attention and return the completed as fast as possible.
4. If you need further explanation, you can contact me on through the address shown below.

Abey Assefa

Mobile: +251-911210216

E-mail: abey.assefa@gmail.com

Thank you in advance for your cooperation!!

1. Biographic Data

1.1. Please what is your gender? Male

Female

1.2 Please select your age group:

Below 20

20-40

40-50

50-65

Above 65

1.3 What is your Occupation?

Civil Servant

Student

Private Company

Employee

Business

man/woman

Other

1.4 Select your highest academic or professional qualification?

Below secondary
school

12 grade complete

Diploma

Bachelor degree

Master degree and
above

1.5 How long have you worked for your firm?

Less than 2 years

2-5 years

6-10 years

11-15 years

Above 15 years

1.6 How many times have you visited the service center

Less than 2 times

2-5 times

6-10 times

11-15 times

Above 15 times

2. Questions regarding Customers' Expectation

Directions: In your opinion, how does the vehicle maintenance service quality meets your expectations in terms of the following dimensions?

Please mark only one option of your expectation level in each box from 1-5.

Main Factor	No.	Dimension/Question Area	(1) = strongly disagree	(2) = Disagree	(3) = Uncited or Neutral	(4) = agree	(5) = strongly agree
Tangibility	1	Up-to-date equipment					
	2	Physical facilities are visually appealing					
	3	Employees well-dressed/neat					
	4	Appearance of the physical facilities are consistent with the type of service industry					
Reliability	5	Meeting promised time-frames for response					
	6	Company being sympathetic and reassuring, when the customer has problems					

	7	Being dependable					
	8	Providing their services at the times promised					
	9	Keeping accurate records					
Responsiveness	10	The Company shouldn't be expected to tell customers exactly when the service will be performed					
	11	It is not reasonable to expect prompt service from employees					
	12	Employees do not always have to be willing to help customers					
	13	It's OK to be too busy to respond promptly to customer requests,					
Assurance	14	Employees should be trustworthy					
	15	Customers should feel safe when transacting with employees					
	16	Employees should be polite					
	17	Employees should get adequate support from MOENCO to do their job well					
Empathy	18	MOENCO should not be expected to give each customer individualized attention					
	19	Employees should not be expected to give each customer individualized attention					
	20	It is unrealistic to expect employees to fully understand the needs of the customer					

	21	It is unreasonable to expect employees to have the best interests of the customer at heart					
	22	MOENCO should not necessarily have to operate at hours convenient to all customers					

3. Questions regarding Customer perceptions

Directions: In your experience, how does the service quality of vehicle maintenance and repair reflect your perceptions in terms of the following dimensions?

Please circle only one option of your perceptions level in each box from 1-5.

Main Factor	No.	Dimension/Question Area	(1) = strongly disagree	(2) = Disa gree	(3) = Unde cided or Neut ral	(4) = agree	(5)= stron gly agree
Tangibility	1	MOENCO has Up-to-date equipment					
	2	MOENCO's physical facilities are visually appealing					
	3	Employees are well-dressed/neat					
	4	In MOENCO Appearance of the physical facilities are consistent with the type of service industry					
Reliability	5	MOENCO meets their					

		promised time-frames for response					
	6	MOENCO is sympathetic and reassuring, when the customer has problems					
	7	MOENCO is dependable					
	8	MOENCO provides their services at the times promised					
	9	MOENCO keeps accurate records					
Responsiveness	10	MOENCO tells customers exactly when the service will be performed					
	11	MOENCO employees give prompt service					
	12	Employees are willing to help customers					
	13	MOENCO employees are not too busy to respond promptly to customer requests					
Assurance	14	Employees are trustworthy					
	15	Customers feel safe when transacting with employees					
	16	Employees are polite					
	17	Employees get adequate support from MOENCO to do their job well					
Empathy	18	MOENCO give each					

	customer individualized attention					
19	Employees give each customer individualized attention					
20	Employees fully understand the needs of the customer					
21	Employees have the best interests of the customer at heart					
22	MOENCO operates at hours convenient to all customers					

4. Questions regarding to the importance of service quality dimensions on vehicle repair and maintenance

How important is each of the following dimensions to you?

Use the scale 1-5 to answer, where: 1-Not at all important 2-Not important 3- neither important nor Unimportant 4- important 5- very important

Circle only one option in 1-5

					3=Neither important nor unimportant	
Main Factor	No	Questions	1=Not at all Important	2=Not important	4=Important	5=Very Important

TAN	1	TANGIABLES (The appealing nature of physical environment, modern equipment...etc.)					
REL	2	RELIABILITY (competence to give timely, reliable service and truthful to promise)					
RES	3	RESPONSIVENESS (attending to customers` needs and complaints promptly any time)					
ASS	4	ASSURANCE (assurance of security, efficiency and variety of service)					
EMP	5	EMPATHY (showing of respect ,care and understanding to customers` needs)					

THANK YOU VERY MUCH FOR TAKING YOUR TIME TO COMPLETE THE SURVEY!!