INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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CONTRIBUTIONS TO BOOKS
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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS
- Garg Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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WEBSITE
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SERVICE QUALITY EVALUATION: AN APPLICATION OF THE SERVQUAL MODEL WITH SPECIAL REFERENCE TO TWO WHEELER SERVICE STATIONS IN NANGAL DAM

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ABSTRACT

The understanding of the customer satisfaction levels can serve as a boom for any business. Considering the scenario in the Two Wheeler industry in India, the competitive nature of the business is pushing the efforts towards the services provided to even higher levels. In a response to the intention of the local two wheeler dealers at Nangal Dam region, the study has been designed as an application of the SERVQUAL model. The study focuses on the GAP 5 of the model that provides insights to understand the difference between the expectation and perception of the customers about the services being provided by the dealers. For this purpose, two separate structured questionnaires were prepared. These questionnaires were then filled by the customers of the local area. The study interestingly reveals the difference in satisfaction of the customers from personnel at the service station and the management of the service station. The study also reveals that the highest difference is between the tangibility and reliability of the services being offered by the local service stations.

KEYWORDS
Customer satisfaction, Customer expectation, Servqual.

INTRODUCTION
With changing times, the world has seen a drastic increase in the number of people who readily adopt new technologies ranging from hand-held PDAs to GPS devices. Increasing number of Innovators and Early adopters of new technologies provide immense opportunities for companies to increase their top-line and bottom-line through continuous innovation. But at the same time, growing customer base has put tremendous pressure for increased 'After Sales Services'. This poses a great challenge to the companies longing for instant and high quality services.

The automobile industry in INDIA is no different than this. Especially talking about the two wheeler industry where the companies have been looking to stretch their top line by introducing attractive bike design and technological features. Automobile industry has seen a series of new product launches and shifting consumer preferences. Keaveny (1995) noticed that service quality available at the competitors is a major determinant of customer switching behavior. With governmental controls loosening with deregulation, we can clearly see the market dynamics shaping the nature of competition in automobile industry.

Many research studies have been conducted to identify supposedly generic aspects or components of service quality (e.g. Parasuraman, Zeithaml, & Berry, 1988; 1985) and the links between service quality, satisfaction, and customer buying behavior or its proxies (for a recent review see Zeithaml, 2000). For companies who are trying to focus on highest possible levels of customization in their services the biggest challenge comes from the fact that every customer's expectation and perception is unique and it is very difficult to know about their actual satisfaction level.

This study has been conducted in Two Wheeler service centers in Nangal Dam. It is a common perception among customers that the dealing of the dealers is different before and after the sales. For the dealers, it has always been a challenge to sense the satisfaction level of the customers. Understanding the requirement of the local industry, this study has applied the SRVQUAL model to understand the gap between the expectation and the perception of their customers and to provide insights for suggesting further improvements in their services.

REVIEW OF LITERATURE
Service plays an important role in today's competitive world. It works as a double sword if experience of customers is positive, it will boost the sale if negative than responsible for fall in sale (Jain & Gupta, 2004). (Jacobo, Neuman, Praes , 2005) opinions that it is mandatory to evaluate the present service quality but with the new technique of "mystery shoppers" to see how customer are being taken care by the service centers.

Satisfied customers never switch over to another brand they spread their positive word of mouth which influence non-existing customer and indirectly force to engage with the organization (Gronroos, Zeithaml, Bitner, 2000). Quality is a subjective parameter which depends upon the individual perception and expectation. Organization has to pay individual attention towards the customers (Sarin, Sourabh, 2010).

OBJECTIVE
The objective of the study is to find out gap the between expected service quality and the quality perceived by the customers in the two wheeler segment in Nangal Dam. It is very difficult to know whether the customer is satisfied with the existing services if not what is measures organization can take to fill the gap. Study is exploratory in nature to find out the level of service quality provide by the organization. Sample size of 150 respondents (Customers) had been taken. Who has purchase two wheeler in last two years. For the studies hypothesis is also framed that there is no significance difference between expectation and perception of customers of service quality in service stations of Nangal Dam.

METHODOLOGY
Service quality is measured by the difference between Expectation (E) and Perception (P) of the customer towards service (Parasuraman, Zeithaml). It is measured on the five different dimensions under which 22-statements. If the expectation exceed perception than customer are satisfied and vice versa.

Parasuraman's (1985) SERVQUAL discuss five dimension of service: tangibility, reliability, responsiveness, assurance and empathy. A 22-item pre structured questionnaire has been developed on the 5 dimensions. Some modification had been made in the questionnaire according to area of research. The response has been taken on the 5- Point Likert scale from the respondent. Service plays an important role for an organization. To take initiative for any one is very easy but sustainability is very difficult. At the very first stage everyone make promise but when the customer purchases most of the organization ignores. It is called short

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sightedness in the business. It can be removed by measure the customer expectation from the organization and perception of the customer Gap.
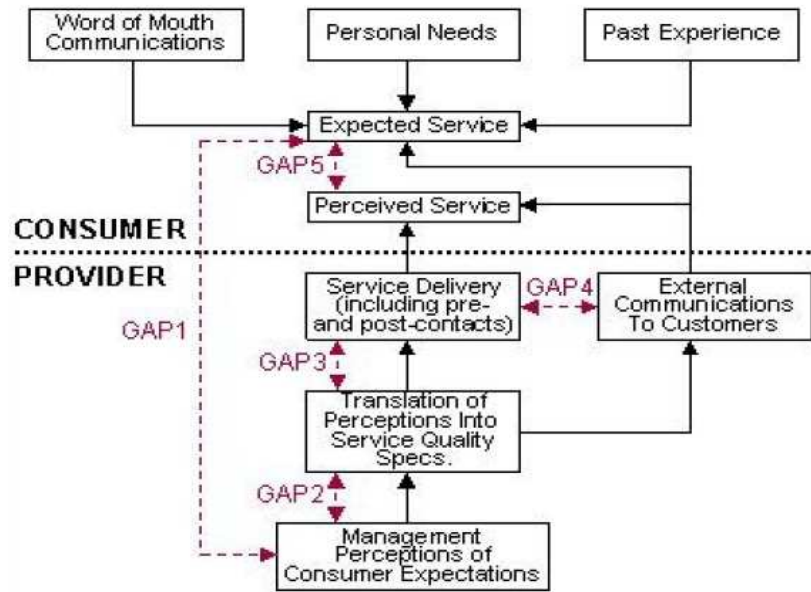
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DATA ANALYSIS

TABLE: 1

Construct being measured	Statement used (Expectation)	score	Statement used (Perception)	score	Gap score Exp- Pre	Mean
Tangibility	Excellent two wheeler service centers will have modern looking Equipment.	4.7467	The two wheeler service center has modern looking equipment.	3.92		
Tangibility	The physical facilities at excellent two wheeler service centers will be visual appealing.	4.7267	The physical facilities in the two wheeler service center are visual appealing.	3.733		
Tangibility	Personnel at excellent two wheeler service centers will be neat in appearance.	4.6267	Personnel in two wheeler service center are neat in appearance.	3.633		
Tangibility	Materials associate with the service (such as Pamphlets or statements) will be visually appeal in an excellent two wheeler service center.	4.7467	Materials associate with the service (such as Pamphlets or statements) are visually appealing.	2		
Tangibility	**Total Score**	**23.573**	**Total Score**	**17.02**	**6.553333**	**1.6383**
Reliability	When excellent two wheeler service centers promise to do something by a certain time they will do so.	4.5133	When the two wheeler service center promise to do something by a certain time it does so.	3.427		
Reliability	When a customer has a problem, excellent two wheeler service centers will show sincere interest in solving it.	4.48	When you have a problem, the two wheeler service center shows a sincere interest in solving it.	3.68		
Reliability	Excellent two wheeler service centers will get thing right the first time.	4.5	The two wheeler service center gets things right the first time.	3.467		
Reliability	Excellent two wheeler service centers will provide their services at the time they promise to do so.	4.56	The two wheeler service center provides its service at the time it promise to do so.	3.44		
Reliability	Excellent two wheeler service centers will insist on error- free records.	4.7333	The two wheeler service center insists on error- free records.	3.82		
Reliability	**Total Score**	**22.787**	**Total Score**	**17.833**	**4.953333**	**0.9907**
Responsiveness	Personnel in excellent two wheeler service centers will tell customers exactly when service will be performed.	4.6133	The personnel in two wheeler service center tell you exactly when services will be performed.	3.28		
Responsiveness	Personnel in excellent two wheeler service centers will give prompt service to customers.	4.48	Personnel in two wheeler service center give you prompt service.	2.827		
Responsiveness	Personnel in excellent two wheeler service centers will always be willing to help customers.	4.5867	Personnel in two wheeler service center are always willing to help you.	3.58		
Responsiveness	Personnel excellent two wheeler service centers will never be too busy to respond to customer requests.	4.6067	Personnel in two wheeler service center are never be too busy to respond to your requests.	3.547		
Responsiveness	**Total Score**	**18.287**	**Total Score**	**13.233**	**5.053333**	**1.2633**
Assurance	The behavior of personnel in excellent two wheeler service centers will instill confidence in customers.(Seeking commitment for next service)	4.68	The behavior of personnel in two wheeler service center instills confidence in you.(Seeking commitment for next service)	3.94		
Assurance	Customers of excellent two wheeler service centers will feel safe in their dealing with the service center.	4.5267	You feel safe in your dealings with the service center.	4.133		
Assurance	Personnel excellent two wheeler service centers will be consistently courteous with customers.	4.7333	Personnel in two wheeler service center are consistently courteous with you.	3.833		
Assurance	Personnel in excellent two wheeler service centers will have the knowledge to answer customer questions.	4.7267	Personnel in two wheeler service center have the knowledge to answer your questions.	3.873		
Assurance	**Total Score**	**18.667**	**Total Score**	**15.78**	**2.886667**	**0.7217**
Empathy	Excellent two wheeler service centers will give customers individual attention.	4.64	The two wheeler service center gives you individual attention.	3.607		
Empathy	Excellent two wheeler service centers will have operating hours convenient to all their customers.	4.5933	The two wheeler service center has operating hours convenient to all its customers.	2.633		
Empathy	Excellent two wheeler service centers will have personnel who give customers personal attention.	4.6533	The two wheeler service center has personnel who give you personal attention.	3.673		
Empathy	Excellent two wheeler service centers will have the customer's best interest at heart.	4.6267	The two wheeler service center has your best interest at heart.	3.713		
Empathy	The personnel of excellent two wheeler service centers will understand the specific need of customers.	4.5933	The personnel of two wheeler service center understand your specific needs.	3.753		
Empathy	**Total Score**	**23.107**	**Total Score**	**17.38**	**5.7266667**	**1.1453**

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The expectation of the customer and the perception of the customer is shown in table 1. In this table all the 5 different dimensions with their complete statements are shown with their un-weighted mean value. It is calculated by subtracting the expectation (E) statement mean from the perception (P) statement mean. After that difference of all statements which are under one dimension added and divided by number of statement in those particular dimensions and then we get difference of one dimension. All the above statement is un-weighted score. The above calculations shows that people are not satisfied with services of the auto service centers. They are dissatisfied with the services. The above calculation is sum of all statements under one dimension due to which it is very difficult to find with which statement the customers are highly satisfied and with statements is highly dissatisfied.

TABLE 2: SHOWS THE HIGHEST EXPECTATION STATEMENTS

Highest Expectation Statements	Statement Number	Mean Score
Excellent two wheeler service centers will have modern looking Equipment.(Tangibility)	E-1	4.7467
Excellent two wheeler service centers will insist on error- free records. (Reliability)	E-9	4.7333
Personnel excellent two wheeler service centers will be consistently courteous with customers.(Assurance)	E-16	4.7333
Personnel in excellent two wheeler service centers will have the knowledge to answer customer questions.(Assurance)	E-17	4.7267
Excellent two wheeler service centers will have personnel who give customers personal attention.(Tangibility)	E-20	4.7267

The highest expectation statement is E-1, E-20 in Tangibility statement. Two of the statements are from Assurance E-16 and E-17 and E-9 is from reliability.

TABLE 3: SHOWS THE LOWEST EXPECTATION STATEMENTS

Lowest Expectation Statements	Statement Number	Mean Score
Personnel in excellent two wheeler service centers will give prompt service to customers.(Responsiveness)	E-11	4.48
When a customer has a problem, excellent two wheeler service centers will show sincere interest in solving it.(Reliability)	E-6	4.48
Excellent two wheeler service centers will get thing right the first time.(Reliability)	E-7	4.5
When excellent two wheeler service centers promise to do something by a certain time they will do so. (Reliability)	E-5	4.51
Customers of excellent two wheeler service centers will feel safe in their dealing with the service center. (Assurance)	E-15	4.52

In the table 3 three statements are from the dimension reliability E-5, E-6, E-7. One of the statements is from Assurance E-15 and E-11 from responsiveness

TABLE 4: SHOWS THE HIGHEST PERCEPTION STATEMENTS

Highest Perception Statements	Statement Number	Mean Score
You feel safe in your dealings with the service center.(Assurance)	P-15	4.13
The behavior of personnel in two wheeler service center instills confidence in you.(Seeking commitment for next service.(Assurance)	P-14	3.94
The two wheeler service center has modern looking equipment.(Tangibility)	P-1	3.92
Personnel in two wheeler service center have the knowledge to answer your questions.(Assurance)	P-17	3.873
The personnel of two wheeler service center understand your specific needs.(Assurance)	P-22	3.833

The highest perception statements are P-14, P-15, P17, and P22 under assurance dimension and P-1 is under tangibility dimension.

TABLE 5: SHOWS THE LOWEST PERCEPTION STATEMENTS

Lowest perception statement	Statement Number	Mean Score
The two wheeler service center has operating hours convenient to all its customers. (Empathy)	P-19	2.633
Personnel in two wheeler service center give you prompt service.(Responsiveness)	P-11	2.827
The personnel in two wheeler service center tell you exactly when services will be performed.(Responsiveness)	P-10	3.28
When the two wheeler service center promise to do something by a certain time it does so.(Reliability)	P-5	3.427
The two wheeler service center provides its service at the time it promise to do so.(Reliability)	P-8	3.44

The lowest perception statement is P-14 under empathy dimension, and the other lowest statement is P-11 and P-10 under the dimension of responsiveness. However there are two other statement P-5 and P-8 under reliability statement.

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TABLE 6: SHOWS THE HIGHEST SERVICE GAP STATEMENT

Highest service Gap	Statement Number	Mean Score
Materials associate with the service (such as Pamphlets or statements) will be visually appeal in an excellent two wheeler service center.(Tangibility)	S-3	2.75
Excellent two wheeler service centers will have operating hours convenient to all their customers. (Empathy)	S-19	1.96
Personnel in excellent two wheeler service centers will give prompt service to customers.(Responsiveness)	S-11	1.653
Personnel in excellent two wheeler service centers will tell customers exactly when service will be performed.(Responsiveness)	S-10	1.333
Excellent two wheeler service centers will provide their services at the time they promise to do so.(Reliability)	S-8	1.12

The highest difference between expectation and the perception is in the statement is 19 under the dimension of Empathy. The next Largest gap statement is S-10 and S-11 which comes under the dimension of Responsiveness and two another statements which comes under the dimension of reliability S-8 and S5.

TABLE 7: SHOWS THE LOWEST SERVICE GAPS STATEMENT

Lowest Service Gap	Statement Number	Mean Score
Customers of excellent two wheeler service centers will feel safe in their dealing with the service center.(Assurance)	S-15	0.393
The behavior of personnel in excellent two wheeler service centers will instill confidence in customers. (Assurance)	S-14	0.74
When a customer has a problem, excellent two wheeler service centers will show sincere interest in solving it.(Reliability)	S-6	0.8
Excellent two wheeler service centers will have modern looking Equipment.(Tangibility)	S-1	0.82
The personnel of excellent two wheeler service centers will understand the specific need of customers.(Empathy)	S-22	0.84

The lowest service gap between expectation and perception is S-15, S-14 which are under the dimension of the Assurance. Next three are the lowest gap in the statement is S-6,S-1,S-22 which are under dimension reliability, Tangibility, Empathy.

TABLE 8: GAP SCORE

Dimensions	Expectations	Perception	Total Gap Score	Average Gap Score
Tangibility	23.57	17.02	6.6	1.61
Reliability	22.78	17.83	5	.99
Responsiveness	18.28	13.23	5.1	1.26
Assurance	18.66	15.78	2.9	.72
Empathy	23.10	17.38	5.73	1.14
Total				5.72

The upper table shows the average gap score which is calculated by E statements under one dimension – P statements under one dimension. Then add all the statement under one dimension by their own of both sides and divide by number of statements under one dimension by doing this mean is calculated after that Subtract both Dimension mean from each other. The difference between expectation and perception is Gap.

TABLE 9: ASSIGNING WEIGHTS

S.no	STATEMENTS	DIMENTIONS	%
1	The appearance of the service centers physical facilities, equipment, personnel and communication materials.	Tangibles	20
2	The service centers ability to perform the promised service dependably and accurately.	Reliability	20
3	The service centers willingness to help patients and provide a prompt service.	Responsiveness	20
4	The knowledge and courtesy of the service center personnel and their ability to convey trust and confidence.	Assurance	20
5	The caring, individualized attention the service centers provides its customers.	Empathy	20
	Total		100

The next step is to assign the weight to each dimension for each dimension we assign equal weights because an organization wants to know for each dimension equally where it is lacking. All the dimension for an organization is important because each dimension has its own importance. Every customer has different importance for different dimension.

TABLE 10: MULTIPLICATION OF UN-WEIGHTED SCORES AND WEIGHTED SCORES

Dimensions	Expectations	Perception	Total Gap Score	Average Gap Score	Weight	Weighted Score	Priority
Tangibility	23.57	17.02	6.6	1.61	0.20	0.322	5
Reliability	22.78	17.83	5	.99	0.20	0.198	2
Responsiveness	18.28	13.23	5.1	1.26	0.20	0.252	4
Assurance	18.66	15.78	2.9	.72	0.20	0.144	1
Empathy	23.10	17.38	5.73	1.14	0.20	0.228	3
Total						**1.14**	

In this table finally weights are assigned to the each dimension and priority given to the dimension. It shows that which dimension customer rank first and which to last.

FINDINGS

While analyzing the data it is found that the customers of service station in Nangal Dam are not satisfied with the services of the service   stations. There is some correlation between all the statements which has highest gap.

- The lowest service gap is in assurance and reliability it shows that customer is satisfied with the behavior of staff they feel secured and increase builds their confidence within the customers. The service centers are using modern equipment for their services with which they are satisfied but it is not up to mark because the data is collected on the five point scale and the gap is much high.
- The highest service gaps is found in tangibility and reliability it shows that the claims on the pamphlets are wrong which are miss leading to the customers. Secondly, convenient hours when customer is in problem during late hours he never got service from the service centers due to which gap is increased.

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- In responsiveness they never got prompt services from the service providers due to which customers are highly dissatisfied with the services of the service centers. In Nangal Dam 95% of the population (census 2001) are service man due to which during their duty hours they have very limited time to go out for services and they need prompt services but service station not provide it. Secondly, the service man never gives exact time in how much time service will perform. This increases the dissatisfaction level among service centers.

RECOMMENDATIONS

- Two wheeler service centre should improve the written material claims made by them IT should be accurate because wrong claims leads to de marketing of the product and services provide by them. Every customer has almost negative perception towards every service station about this statement. So, it can be a first mover advantage for the service station who will improve this mistake. Word of mouth is one of the effective advertisements in today's world. In the small town (Nangal Dam) to gain the market takes years but negative marketing takes few hours. So, a service station should take care for it.
- There should be convenient hours for repair for the customer's vehicle. In Indian scenario it has been never seen that a service station works for 24- hours but now increases in the number of vehicles in the market there should be the option of 24- hour's services for the customers. This will make convenient for service man who has no time during their duty hours. If it will implemented by one of the service station on the one it's services sale increases on the other hand whenever the customers want to purchase the new two wheeler he give priority to that dealer which provide him convenient service option.
- Overall customer are satisfied with the personnel of the service station but not satisfied with the management reason behind that highest perception are from the assurance dimension and lowest perception is from convenient hours, prompt services, service by the promise time these all are not in the hand of lower staff it is in the hand of top management. So, there should be room for improvement in the service station from the management side.

CONCLUSION

The Overall results of this study have several implications for individual service station at Nangal Dam. This research has revealed a lot of information about what the customers in the Nangal Dam district expect from the service stations. This analysis would help them to identify the gap areas in their service designs and would help them make the necessary changes. This study identifies and recommends specifically, what these service stations have to do to reduce this gap and enhance their services effectively and efficiently.

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