



CASE STUDY ON APPLICATION OF SERVQUAL MODEL IN SERVICE INDUSTRY

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ABSTRACT

Service quality within retail units is pivotal for satisfying customers, retaining them and creating loyalty amongst customers. This paper deals with application of SERVQUAL to analyze the gap between perception and expectations of the customer, concerning with the service in the college canteen. SERVQUAL is the most popular measurement tool for service quality.[1]

Keywords: Customer perception, Gaps in service quality, service quality, SERVQUAL

I. INTRODUCTION

To be successful, an organization should focus its efforts primarily to the collection, knowledge, understanding and meeting requirements, needs and expectations of all its internal, external, current and potential customers. Service quality is a comparison of expectations with performance. In the service quality have the major five gaps and five dimensions used for the measurement of service quality.[1]

Five Gaps:[2]

Gap1: between consumer expectation and management perception

Gap 2: between management perception and service quality specification

Gap 3: between service quality specification and service delivery

Gap 4: between service delivery and external communication

Gap 5: between expected service and experienced service

Five Dimensions:

1. Reliability-The ability to perform the promised service dependably and accurately

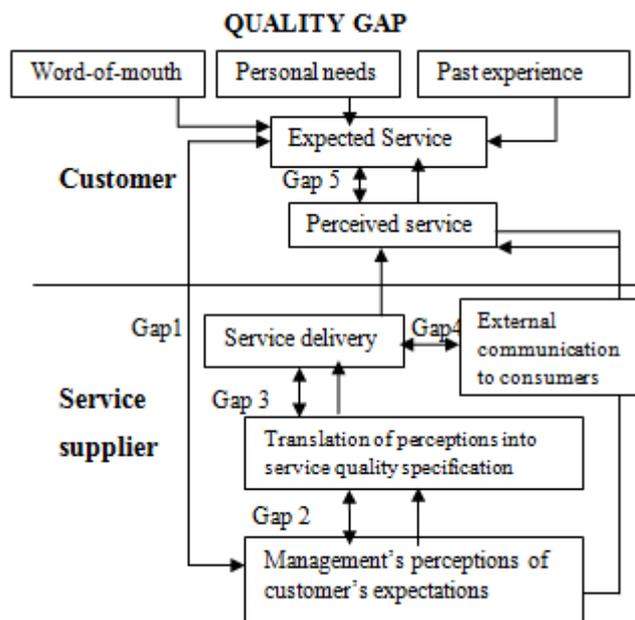
2. Responsiveness-The willingness to help customers and to provide prompt service

3. Tangibles-Physical facilities, equipment, personnel and communication materials

4. Assurance-The knowledge and courtesy of employees and their ability to convey trust and confidence

5. Empathy-The provision of caring, individualized attention to customers

II. DIAGRAM OF MODEL OF SERVICE QUALITY GAP



III. NEED OF SRVQUAL IN SERVICE SECTOR

Service firms like other organizations are realizing the significance of customer-centered philosophies and are turning to quality management approaches to help managing their businesses. Although SERVQUAL could be one of the important service quality gaps associated external customer services, it could be extended to close other major gaps and therefore, it could be developed in order to be applied for internal customers, i.e. employees and service providers.

IV. CASE STUDY

4.1 Details of Case Study

After studying the basics of 'SERVQUAL' model, I have done case study was concluded at college canteen located in college campus. The purpose of this case study is to identify the customer requirements regarding the quality of food, service provided, cleanliness, environment etc. of canteen and analyze the roles they play in customer satisfaction. 50 random customers, mainly students were interacted with to get the answers for the questions in questionnaire.

4.2 Need of Case Study

To achieve the desired goal, first the customer's perception of and expectation from the quality of this of this program were analyzed and compared. Then, the indicators with significant negative gap were introduced into the 'SERVQUAL' model as the voice of customer. So, quality requirements are classified into four categories of attractive, one -dimensional, must -be and indifferent. Every service industry should enhance their service quality to attract and retain customers and improve their competitiveness. Concepts such as employees'



empowerment, ownership, continuous improvement, together with the systematic implementation of quantitative methods build the organizational basis for achieving operational excellence in services, reducing costs and increasing service quality.

Many managers are looking for the optimal trade-off between cost and operational improvement, but may be the real problem is not about the trade off , but about the ability to obtain the first promoting the second. What is needed to achieve this? There is the need for the ability to see a canteen, hotel as a single system, for developing policy, strategies and service itself, and structuring all its processes efficiently and effectively through its operation.

Finally, better value and worse value measured and so the role any one of these requirements play in increasing the customer satisfaction and decreasing their dissatisfaction was identified.

V. QUESTIONNAIRE

1. How do you rate the food quality in terms of taste from 1to 5?
2. Rate the service of canteen from 1 to 5?
3. Rate the communication and behavior of owner and/or employees with the customers? From 1 to 5.
4. Do you think that needs regarding food dishes are satisfied? Rate 1 to 5.

VI. RESULT

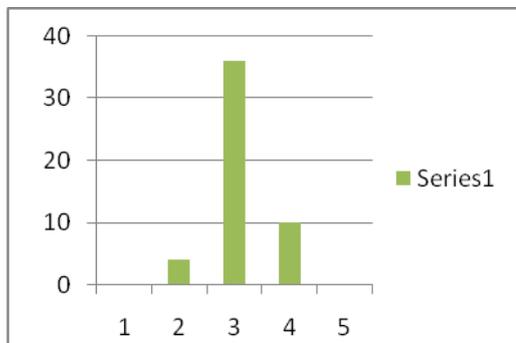


Fig.1 Result for food quality rating.

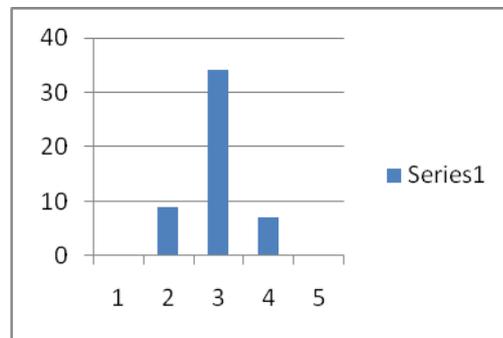


Fig.2 Result for service rating.

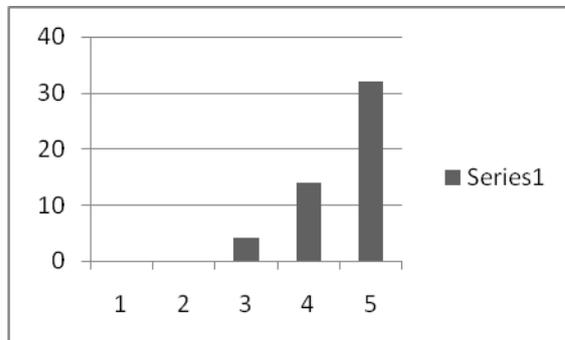


Fig.3 results for communication & behavior rating.

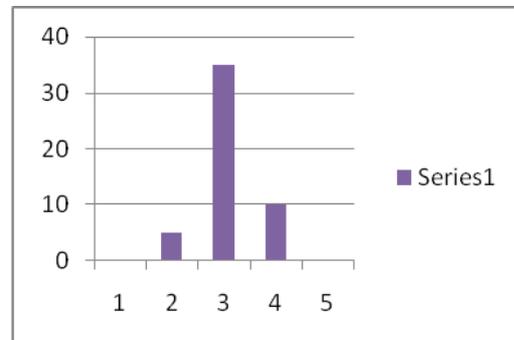


Fig.4 Results for variety rating.

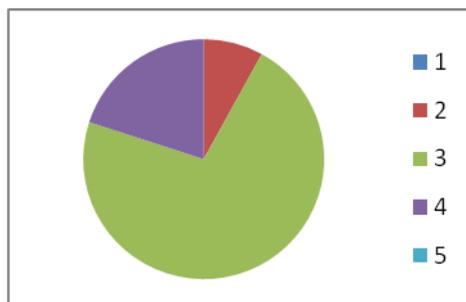


Fig.5=Excellent; 4=Good; 3=Average; 2=Fair; 1=Fail.

The customers are dissatisfied because of the canteen cleanliness. Similarly customers are further dissatisfied due to other parameters of canteen like quality of certain food products and cost of food is not proper. The owner of the canteen can satisfy the customers by concentrating on cleanliness, adding new dishes in the menu. This can be done by taking an opinion poll of the students. “Dish of the day” can be arranged which can a dish from various parts of country as there students from different states are learning in the college. Affordable Combos can be made available.

The students and faculty today are more health conscious, so some healthy diet menu can be added.

The owner is having good relations with all the students and faculty members as seen from the bar chart. This is true for the other employees too. Light music can be played in the canteen for entertainment.

Thus it is seen that there are gaps between service quality specification and service delivery and also between the service delivery and external communication. The main gap is between customer expectation and management perception.

This can be reduced by using a suggestion box in the canteen or by direct feedback from the customers to the owner. There can be a white board displayed where the students can write their demand for menu or good and bad things about the canteen which daily need to be updated.

VII. CONCLUSION

SERVQUAL model is an effective tool to identify and solve the requirements of the customer. It has ‘Identify and implementation strategy’ which is more important these days. The relationship with the customer in canteen and management of service provided should be improved. It can be extended to any service industry and would the internal customers to perform better and provide best possible service. TQM is any how a continuous improvement process, this model would further made the service industry a reputed firm, highly acceptable by customers.

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