

Measuring Service Quality Using SERVQUAL

Following are the instructions for using the SERVQUAL questionnaire discussed in the chapter on quality. It uses a bank as the company to be studied, but any type of service organization would be studied in the same way. On the questionnaire, just replace the word bank with the type of business (profit or non-profit) being analyzed. You can derive an unweighted gap score or a weighted gap score. Weighting depends upon how you allocate 100 points among the five SERVQUAL categories. A modified use of the questionnaire is to limit it to just the total or average Perception score. This is called SERVPERV and is used when Expectations are likely to be all the same (typically high). Weights can be applied here as well.

STEPS TO OBTAIN UNWEIGHTED SERVQUAL SCORE

Step 1. Select a bank the service quality of which you want to assess. Using the SERVQUAL instrument, first obtain the score for each of the 22 expectation questions. Next, obtain a core for each of the perception questions. Calculate the Gap Score each of the statements (Gap Score = Perception – Expectation).

Step 2. Obtain an average Gap Score for each dimension by assessing the Gap Scores for each of the statements that constitute the dimension and dividing the sum by the number of statements making up the dimension.

Step 3. In the TABLE 1 transfer the average dimension SERVQUAL scores (for all five dimensions) from the SERVQUAL instrument. Sum up the scores and divide it by five to obtain the unweighted measure of service quality.

STEPS TO OBTAIN THE WEIGHTED SERVQUAL SCORE

Step 1. In Table 2 calculate the importance weights for each of the five dimensions constituting the SERVQUAL scale. (The instructions are provided along with the table).

Step 2. In Table 3 enter the average SERVQUAL score for each dimension (from Table 1) and the importance weight for each dimension (from Table 2). Then multiply the average score for each dimension with its importance weight.

Step 3. Add the weighted SERVQUAL scores for each dimension to obtain the overall weighted SERVQUAL score.

	E		P	P - E
Reliability		Reliability		
E5. When excellent banks promise to do something by a certain time, they do.	_____	P5. When XYZ bank promises to do something by a certain time, it does so.	_____	_____
E6. When a customer has a problem, excellent banks will show a sincere interest in solving it.	_____	P6. When you have a problem, XYZ bank shows a sincere interest in solving it.	_____	_____
E7. Excellent banks will perform the service right the first time.	_____	P7. XYZ bank performs the service right the first time.	_____	_____
E8. Excellent banks will provide the service at the time they promise to do so.	_____	P8. XYZ bank provides its service at the time it promises to do so.	_____	_____
E9. Excellent banks will insist on error free records	_____	P9. XYZ bank insists on error free records	_____	_____
		Average Responsiveness SERVQUAL score		_____
Responsiveness		Responsiveness		
E10. Employees of excellent banks will tell customers exactly when services will be performed.	_____	P10. Employees in XYZ bank tell you exactly when services will be performed.	_____	_____
E11. Employees of excellent banks will give prompt service to customers.	_____	P11. Employees in XYZ bank give you prompt service.	_____	_____
E12. Employees of excellent banks will always be willing to help customers.	_____	P12. Employees in XYZ bank are always willing to help you.	_____	_____
E13. Employees of excellent banks will never be too busy to respond to customers' requests.	_____	P13. Employees in XYZ bank are never too busy to respond to your request.	_____	_____
		Average Responsiveness SERVQUAL score		_____

	E		P	P - E
Assurance		Assurance		
E14. The behavior of employees in excellent banks will instill confidence in customers.	_____	P14. The behavior of employees in XYZ bank instills confidence in you.	_____	_____
E15. Customers of excellent banks will feel safe in transactions.	_____	P15. You feel safe in your transactions with XYZ bank.	_____	_____
E16. Employees of excellent banks will be consistently courteous with customers.	_____	P16. Employees in XYZ bank area consistently courteous with you.	_____	_____
E17. Employees of excellent banks will have the knowledge to answer customers' questions.	_____	P17. Employees in XYZ bank have the knowledge to answer your questions.	_____	_____
		Average Assurance SERVQUAL score		_____
Empathy		Empathy		
E18. Excellent banks will give customers individual attention.	_____	P18. XYZ bank gives you individual attention.	_____	_____
E19. Excellent banks will have operating hours convenient to all their customers.	_____	P19. XYZ bank has operating hours convenient to all its customers.	_____	_____
E20. Excellent banks will have employees who give customers personal attention.	_____	P20. XYZ bank has employees who give you personal attention.	_____	_____
E21. Excellent banks will have their customer's best interests at heart.	_____	P21. XYZ bank has your best interest at heart.	_____	_____
E22. The employees of excellent banks will understand the specific needs of their customers.	_____	P22. The employees of XYZ bank understand your specific needs.	_____	_____
		Average Empathy SERVQUAL scores		_____

TABLE 1: CALCULATIONS TO OBTAIN UNWEIGHTED SERVQUAL SCORE

Average **Tangible** SERVQUAL score

Average **Reliability** SERVQUAL score

Average **Responsiveness** SERVQUAL score

Average **Assurance** SERVQUAL score

Average **Empathy** SERVQUAL score

TOTAL

AVERAGE (= Total / 5) UNWEIGHTED SERVQUAL SCORE

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Table 2: SERVQUAL IMPORTANCE WEIGHTS

Listed below are five features pertaining to banks and the services they offer. We would like to know how much each of these features is important to the customer. Please allocate 100 points among the five features according to how important it is to you. Make sure the points add up to 100.

1. The appearance of the banks physical facilities, equipment, personnel, and communication materials. _____ points
 2. The banks ability to perform the promised service dependably and accurately. _____ points
 3. The bank's willingness to help customers and provide prompt service. _____ points
 4. The knowledge and courtesy of the bank's employees and their ability to convey trust and confidence. _____ points
 5. The caring, individual attention the bank provides its customers. _____ points
- Total: 100 points**

Table 3: SERVQUAL WEIGHTED SCORES

SERVQUAL Dimension	Score from Table 1	X	Importance Weight from Table 2	=	Weighted Score
Average Tangible					
Average Reliability					
Average Responsiveness					
Average Assurance					
Average Empathy					
					TOTAL
					AVERAGE (= Total / 5) WEIGHTED SERVQUAL SCORE _____