

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

| |
|--|
| |
|--|

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 _____ |