

A Study on Service Quality of Retail Outlets- Reliance Fresh and More using SERVQUAL Model

Ms. N. Malati*
Ms. Ritika Maheshwari*
Mr. Rahul Jain**

Abstract

Customer satisfaction has become a major source of concern in retail business. With organized retail becoming the most happening thing in the recent future. The entry of foreign retail players into the Indian market has made it tough for the Indian players. To keep pace with the demands of the new age customers the retail outlets have to devise new strategies and techniques in understanding their needs and fulfilling their requirements. It is proposed that quality of service is an important indicator of customer satisfaction. Measuring service quality involves objective feedback from existing customers.

The study is based on the five overall dimensions of service quality and the extent to which the customers expect and perceive services provided by two retail outlets Reliance Fresh and More. This paper aims to understand the service quality gaps of these outlets with respect to the customer expectations and perceptions. The study gives useful and innovative insights to boost customer satisfaction towards Reliance Fresh and More.

Keywords: Customer Satisfaction, Organized Retail, Service Quality

1. Introduction

As the importance and size of the service sector of the global economy grows, the study of services and innovation are becoming increasingly important. Services are distributed regionally, nationally, and globally and are increasingly becoming a larger portion of many organizations' revenue streams; knowledge intensive business services aimed at enhancing performance require reliable methods of measurement, assessment, and improvement (Spohrer & Maglio, 2008). With increased competition every player is vying for the attention of the customer. The techniques and strategies chosen to increase the bottom line may differ but the intentions of generating maximum revenue and profits may not. To achieve this it becomes imperative for the organizations to look into the extent of satisfaction of their customers. The retail outlets are no exception. It has been observed that customer satisfaction is the feeling or attitude of a customer towards a product or service after it has been used. Feclikova. Ingrid (2004) interpreted satisfaction as a feeling which results from a process of evaluating what was received against that expected, the purchase decision itself and/or the fulfillment of needs/want. Satisfaction refers to achieving the things we want. Services are intangible and hence the measurement of its satisfaction

*Delhi Institute of Advanced Studies, Rohini, India

**Assistant Manager, HDFC Bank, India

becomes difficult but important. Further, it has been noted that satisfaction and service quality are often treated together as functions of customer's perceptions and expectations. Hence, customer satisfaction is determined by defining customer perceptions of quality, expectations, and preferences. Research states that a person with problem tells nine other people about it; while a satisfied customer tells five other people about his/her good experience thereby keeping a current customer costs about 1/7 of the cost of acquiring a new customer.

These facts therefore highlight the crucial role of satisfying customers and maximizing the profits. Therefore, organizations need to understand to what extent their customers can be satisfied. Hence with an aim of sustaining long term relationships with their customers, many businesses have changed their strategic focus to emphasize customer retention (Peng & Wang 2006). Preserving their long term customer relationships requires that these businesses both measure and appropriately adjust the quality of their customer service. As a result, accurate and reliable instruments that assess service quality are of interest to companies whose revenues come in whole or part from service delivery. Currently the most popular and ubiquitous service quality instrument is SERVQUAL.

SERVQUAL is based on the proposition that service quality can be measured as the gap between the service that customers expect and the performance they perceive to have received. Respondents rate their expectations of service from an excellent organization, and then rate the performance they perceive they received from a specific organization. Service quality is calculated as the difference in the two scores where better service quality results in a smaller gap (Landrum, Prybutok, Kappelman, & Zhang, 2008). Although service quality can be evaluated and measured using SERVQUAL, which measures seven service quality dimensions, it also can be measured by its SERVPERF subset, which employs a performance only approach with five dimensions of customers' perceptions of service provider performance.

To supplement information about and improve understanding of the service quality construct, this paper presents results of a study that examined the service quality performance in two retail outlets, Reliance Fresh and More.

Literature Review

In 1988 Parasuraman, Zeithaml, and Berry developed a generic instrument called SERVQUAL to measure service quality based on the inputs from a focus groups.

According to the developers of SERVQUAL, service quality is derived from a comparison between customer expectations and customer perceptions of actual service performance. The difference between perceptions and expectations results in the service quality gap ($Q = P - E$), also known as GAP 5. A wide gap would represent poor service quality and shows that the service provider needs to improve on the service offered to its customers. Parasuraman et al. (1988) study also suggested that five dimensions namely, tangibles, reliability, assurance, responsiveness and empathy, influence service quality perceptions. Since 1988 Parasuraman, Zeithaml, and Berry have

made numerous changes to SERVQUAL, some in response to problems identified by other researchers. For instance, in 1994 they reported on three different SERVQUAL formats; they recommended that researchers use a format that separated customer expectation scores into tolerance zones.

Parasuraman, Zeithaml, and Berry (1988) stated that since service quality depends on the relationship of customer expectations with customer perceptions, it is appropriate to calculate service quality by subtracting expected from perceived service. One then achieves an overall measure of service quality by averaging the scores of all items (Brown, Churchill, & Peter, 1992).

Bolton and Drew (1991) stated that assessments of overall service quality are affected only by perceptions of performance levels. They suggested that direct measures of disconfirmation are more important than expectations. Boulding, Kalra, Staelin, and Zeithaml (1993) also suggested that perceptions alone influence overall service quality.

The performance only approach to service quality utilizes the five of the seven SERVQUAL dimensions- the five performance dimensions. Cronin and Taylor (1992), called this performance only subset instrument SERVPERF. Performance alone provides better predictive validity than SERVQUAL which is gap-based (Brady, Cronin, & Brand, 2002; Cronin & Taylor 1992).

The other studies show that performance scores alone exhibit better reliability and validity than difference scores (Babakus & Boller 1992; Brady et al., 2002; Landrum & Prybutok 2004; Landrum, Prybutok, Strutton, & Zhang, 2008). Then, based upon these findings, only performance scores were used to analyze on the five SERVQUAL service quality dimensions.

The model has been tested and applied in diverse service settings which includes hospitals (Babakus & Mangold, 1989), a dental school patient clinic, business school placement centre, tire store and acute care hospital (Carman, 1990), a utility company (Babakus & Boller, 1992), banking, pest control, dry cleaning and fast food (Cronin & Taylor, 1992), and banking industries (Lassar et al., 2000; Zhu et al., 2002). Recently, SERVQUAL has also been expanded and applied to internet retailing (Trocchia & Janda, 2003; Long & McMellon, 2004).

Research Objectives

The objectives of the study are as follows:

- To analyze perceptions and expectation of consumers in the retail outlet-Reliance Fresh.
- To study the perceptions and expectations of consumers in the retail outlet-More.
- To determine the gap between the service that customers expect and the performance they perceive to have received at Reliance Fresh and More.
- To study which SERPERF dimension rank higher in the services of Reliance Fresh and More.

Research Design and Methodology

The study is exploratory and quantitative in nature as it

investigates the area and provides deep insights of service gaps and finally quantifies responses thereby helping in analysis.

A structured questionnaire was employed to collect the responses of customers of the both the retail outlets. A sample of 200 consumers was taken of which 100 each from Reliance Fresh and More were surveyed from Delhi region.

SERVQUAL with 22 questions in 5 dimensions of service performance were used in the questionnaire. Minimal word changes to the original content of the instrument were made. The 22 questions were distributed among the 5 SERVPERF performance dimensions and they are as follows: 1) four items are used to measure tangibles (questions 1-4) - tangibles refer to physical facilities, equipment, and personnel; 2) five items are used to measure reliability (questions 5-9) - reliability refers to the ability of a firm to perform promised service dependably and accurately; 3) four items are used to measure responsiveness (questions 10-13) - responsiveness is the willingness to help customers and provide prompt service; 4) four items are used to measure assurance (questions 14-17) - assurance is the ability of employees to inspire trust and confidence in customers; and 5) five items were used to measure empathy (questions 18-22) - empathy refers to the amount of caring and individualized attention provided to customers.

Data Analysis and Results

Table I: Demographic profile of respondents

		Reliance Fresh (100 respondents)		More (100 respondents)	
		Data/ Sample	Percentage	Data/ Sample	Percentage
Age (in years)	Below 25	15	15	18	18
	25 & less than 35	37	37	33	33
	35 & less than 45	28	28	2	27
	45 & above	20	20	22	22
Income (Annual in Rs.)	Below 3 lakh	32	32	39	39
	3 and less than 5 lakhs	48	48	46	46
	5 and less than 8 lakhs	12	12	12	12
	Above 8 lakhs	08	08	03	03
Gender	Male	45	45	42	42
	Female	55	55	58	58
Education	Post-Graduate	30	30	18	18
	Graduate	45	45	55	55
	Under-Graduate	25	25	27	27

The sample size of 200 consumers was taken of which 100 customers each of Reliance Fresh and More were surveyed from Delhi region.

For Reliance Fresh majority of the respondent's i.e 37% belong to the age group of 25 & less than 35 years, followed by 28% to the age group of 35 & less than 45years, 20% belong to 45 years and above and the rest 15% belong to the age group below 25 years. In the case of More too the majority of the respondent's i.e. 33% belonged to the age group of 25 & less than 35 years, followed by 27% belonging to the age group of 25 and less than 35 years, 22% belonging to above 45 and the rest 18% belonging to the age below 25 years.

Amongst the respondents of Reliance Fresh, 45% earn an annual income of 3 and less than 5 lacs, 32% earn less than 3 lacs, another 12% earn 5 and less than 8 lacs and the remaining 8% belong to above 8 lac income group. In case of More 46% respondents draw an annual income of 3 and less than 5 lacs, 39% have less than 3 lacs, of earning 12% earn 5 and less than 8 lacs while the remaining 3% belong to above 8 lac income group.

Out of 100 people who were surveyed from Reliance Fresh, 45% were male while 55% were female whereas out of 100 people who were surveyed from More 42% were male while 58% were female.

Out of 100 people who were surveyed from Reliance Fresh, 45% were graduates, 30% were post-graduates and 25% were under graduates whereas in the case of More 55% were graduates, 27% were under-graduates and the remaining 18% were post-graduates.

The second part of the questionnaire comprised of customer perception and expectation towards the two retail outlets. The findings of the survey are as follows.

Findings:

On the perusal of the Table 2, regarding the expectations of the customers with respect to an excellent retail store, it has been observed that Reliability is the most important dimension/parameter of service quality expected by the customers, whereas customers prefer Empathy the least. The dimension of Reliability was followed by Assurance at the second place, Responsiveness at third and Tangibles at fourth place. Analyzing the trend it has been observed that customers prefer a store which is more reliable and provides the assured service, whereas tangibles and empathy can be compromised if the above two factors are met properly.

On the perusal of Table 3 regarding the calculation of standard deviation and variance of expectations, from all the five parameters for reliance fresh, a degree of uniformity has been observed as the standard deviation for neither of parameters is very high. Wherein, Reliability is showing minimum deviation, thereby conforming strongest degree of uniformity and Empathy showing the maximum deviation conforming weakest degree of uniformity of the observations.

On the perusal of the Table 4 regarding the perceptions of the customers of Reliance Fresh, it has been observed that the customers feels highly assured (Mean 3.66) in their transactions

and dealings with the store and consider Reliance Fresh to be very safe. On the other hand, customers feel that the store is not emphatic (Mean 3.27) towards them and neglects their needs and demands. In terms of responsiveness (Mean 3.57), Reliance Fresh scores high as customers feel that Reliance Fresh employees are responsive enough to provide quick and efficient service to their customers, in the form of help and other services. Reliability (Mean 3.43) is the area of concern as people find Reliance Fresh not up to the mark on the parameter, which is not good from the service providers' point of view as it affects the customer loyalty the most. Tangible (Mean 3.50) evidence of Reliance Fresh supports its service delivery well and is therefore ranked III according to the survey.

On the perusal of Table 5 regarding the calculation of standard deviation and variance of perceptions, from all the five parameters for reliance fresh, a degree of uniformity has been observed as the standard deviation for neither of parameters is very high. Wherein, Assurance is showing minimum deviation, thereby conforming strongest degree of uniformity and Empathy showing the maximum deviation conforming weakest degree of uniformity of the observations.

On the perusal of Table 6, it has been observed that Reliance Fresh lacks in all the areas of service quality in accordance with the expectations of the customer. Tangibility dimension was ranked as IV in the expectations parameter and is ranked as III in the service provided by Reliance Fresh, but there exists a gap between perception and expectation of -0.31, which is not very large and can easily be corrected by Reliance Fresh. A gap of -0.82 is observed in Reliability dimension which is ranked first by customers in their expectations, and ranked IV in the perception after receiving service from Reliance Fresh. Responsiveness is ranked II in the perception criteria and III in the expectation criteria with a gap is of -0.43. This shows that Reliance Fresh employees are paying lot of attention towards this dimension but needs to refine their service quality to reduce the gap. On the other hand, Assurance is ranked I in the perception scale as customers believe that assurance dimension is the best in Reliance Fresh in comparison to all other dimensions, as against rank II by the customers in the expectations part. The gap score is -0.45 which needs to be reduced as it is an essential parameter. Also, Empathy ranked V by the customers both in perception and expectations scale as the customer believes that it is the preferred as the lower dimension in comparison to all other dimensions. The gap score is -0.51 which is second lowest in the analysis table and therefore should be taken care of.

On the perusal of the Table 7 regarding the expectations of the customers with respect to the excellent retail store, it has been observed that Assurance is the most important dimension/parameter of service quality expected by the customers, whereas customers prefer Tangibility the least. The dimension of Assurance is followed by Reliability at the second place, Responsiveness at third and Empathy at fourth place.

On the perusal of Table 8 regarding the calculation of standard deviation and variance of expectations, from all the five parameters for More., it has been observed that the standard deviation of many parameters are high which signifies the fact that degree of uniformity is low. Responsiveness shows minimum deviation which means that it has the strongest degree

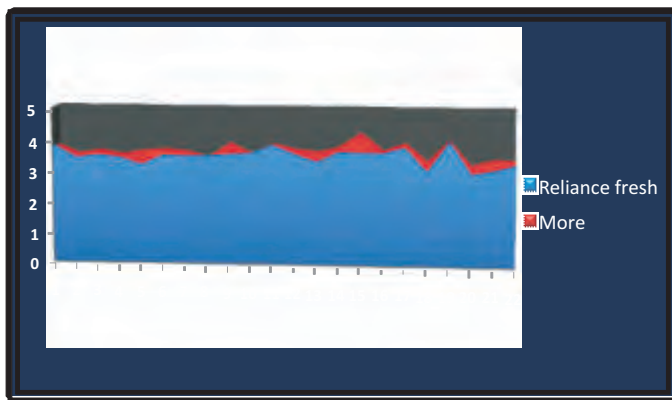
of uniformity of the observations, whereas tangibility has the highest deviation which means it has the weakest degree of uniformity of the observations.

On the perusal of the above Table 9 regarding the perceptions of the customers after receiving the service from More., it has been observed that the customers feel highly assured (Mean 3.84) in their transactions and dealings with the store and consider More to be very safe. On the other hand, customers feel that the store is not emphatic (Mean 3.41) towards them and neglects their needs and demands. In terms of responsiveness (Mean 3.61), More scores good as customers feels that employees are responsive enough to provide quick and efficient service to their customers, in the form of help and other services. Reliability (Mean 3.57) is the area of concern as people find More not to be very reliable which is not good from the service providers' point of view as it affects the customer loyalty the most. Tangible (Mean 3.52) evidence of More supports its service delivery well and is therefore ranked III according to the survey.

On the perusal of Table 10 regarding the calculation of standard deviation and variance of perceptions, from all the five parameters for More., a degree of uniformity has been observed as the standard deviation for neither of parameters is very high. Wherein, Reliability is showing minimum deviation, thereby conforming strongest degree of uniformity and Empathy showing the maximum deviation conforming weakest degree of uniformity of the observations.

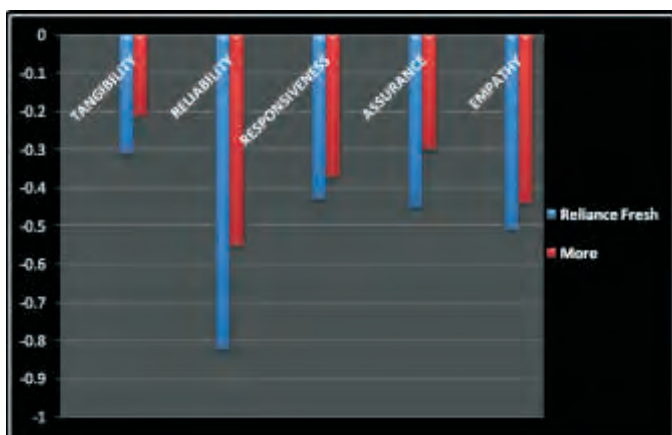
On the perusal of Table 11, it has been observed that More lacks in all the areas of service quality in accordance with the expectations of the customer. Tangibility dimension was ranked as V in the expectations parameter and is ranked as IV in the service provided by More. There exists a gap between perception and expectation of -0.21, which is not very large and can be easily corrected by More. The gap is maximum (-0.55) in Reliability dimension which is ranked II by customers in their expectations, and ranked III in the perception after receiving service from More. Responsiveness is ranked II in perception criteria and III in the expectation criteria. The gap is of -0.37. This shows that customers perceive that employees of More are responsive towards them. On the other hand, Assurance is ranked I in the perception scale as customers believe that assurance dimension is best in More in comparison to all other dimensions, as against rank I by the same customers in the expectations part, which is a good sign. The gap score is -0.30 which need to be reduced as it is a very important parameter. Also, Empathy is ranked V by the customers both in perception and expectations scale as the customer believes that it is the least preferred dimension in comparison to all other dimensions. The gap score is -0.44 which is second lowest in the analysis table and therefore should be taken care of.

Comparative analysis of Reliance Fresh and More retail outlets on the basis of mean



From the perusal of above chart it can be inferred that More is better in all the parameters of service quality when compared to Reliance Fresh. The mean of every parameter of More is higher than that of Reliance Fresh except on three parameters (P.1, P11 and P19). So it can be said that More performs better in delivering the service quality to the customers. Although Reliance Fresh is not too far in comparison to More, it's just that More is slightly better than Reliance Fresh. Even More cannot be said to have the best service quality which is evident from the gap score which are negative in all the segments.

Comparative analysis of Reliance Fresh and More retail outlet on the basis of Gap score



On the perusal of above chart it can be observed that Reliance Fresh performs poorly in comparison with More in terms of gap score too. The difference in the gap score is highest in the reliability parameter, which shows that people trust More than Reliance Fresh. Customers feel that More provides more assured services than Reliance Fresh. The opinion of the respondents of both the outlets is same about the responsiveness parameter. Both Reliance Fresh and More perform poorly on empathy parameter, which is a cause of big concern for both the organizations.

Conclusion

Innovation and creativity is the order of the day. Outlets, especially in the retail industry, have to be on their toes, providing the optimum service quality to its customers in order

to make a mark and hold their position in the market. As competition splices up in different domains and verticals of the organized retail game, with the entry of leading international brands and other Indian retail giants consolidating and expanding with a vengeance, one cannot afford to relax and take the customers lightly. Service quality is of the paramount importance when one talks about delivering the services to customers. This study has demonstrated the actual measurement of service quality in Delhi the outlets of Reliance Fresh and More where the customer's overall evaluation of service quality was examined with the help of SERVQUAL model. The finding of the study reveals the difference in customer's perception and expectation of the service quality as indicated by the negative gap score.

Despite the gap in the service quality in both the stores, customers still shop there because of an apparent experience of value for money in conjunction with convenient location of the stores, which apparently neutralizes the negative gap score as also the gap score is not highly negative.

It has been observed from the analysis that customers want a store which is more reliable and provides the assured service, whereas tangibles and empathy can be compromised because Indian customers are price sensitive, so when shopping in at these outlets, more than the empathetic behavior of employees or physical appearance of the store, they want the value for their money which is provided by assured and reliable services. Both the stores performed poorly on assurance and reliability parameter which needs to be improved by both the stores as it affects the customer loyalty.

Both stores need to improve their service quality as both stores lack in all areas of service quality when compared with the expectations of their customers which is evident from the negative gap score obtained by both the outlets. On the basis of the comparison, it is found that More performs better than that of Reliance Fresh in all the parameters of service quality and thus hold a competitive edge. The gap is not much and can be covered up by Reliance Fresh when it takes adequate care in its service quality. To surge ahead into the future the outlets are required to devise strategies like loyalty programs and other freebies to attract and retain customers.

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Annexure

Table 2: Total Sum of Responses of Expectations of Respondents of Reliance Fresh

Statement	Score	Mean	Ranking
I. Tangibles	<u>1526</u>	<u>3.81</u>	IV
1. Excellent Retail Stores have modern looking equipment.	363	3.63	
2. The physical facilities at excellent Retail Stores are visually appealing.	355	3.55	
3. Excellent Retail stores layout makes it easier for the customer to find what they need.	437	4.37	
4. Materials associated with the service (Shopping bag, Trolleys) are visually appealing at an excellent Retail Store.	371	3.71	
II. Reliability	<u>2119</u>	<u>4.24</u>	I
5. When excellent Retail Stores promise to do something (low price claims), they do so.	432	4.32	
6. When a customer has a problem, excellent Retail Stores show a sincere interest in solving it.	414	4.14	
7. Excellent Retail Stores perform the service right the first time.	369	3.69	
8. Excellent Retail Stores will provide the service at the time they promise to do so.	427	4.27	

9. Excellent Retail Stores insist on error free sales transaction and records	477	4.77	
III. Responsiveness	<u>1601</u>	<u>4.00</u>	III
10. Employees of excellent Retail Stores will tell customers exactly when services will be performed.	376	3.76	
11. Employees of excellent Retail Stores gives prompt service to customers.	393	3.93	
12. Employees of excellent Retail Stores are always willing to help customers.	425	4.25	
13. Employees of excellent Retail Stores are never too busy to respond to customers' requests.	407	4.07	
IV. Assurance	<u>1644</u>	<u>4.11</u>	II
14. The behavior of employees in excellent Retail Stores instills confidence in customers	415	4.15	
15. Customers of excellent Retail Stores feel safe in transactions.	474	4.74	
16. Employees of excellent Retail Stores are consistently courteous with customers.	389	3.89	
17. Employees of excellent Retail Stores have the knowledge to answer customers' questions.	366	3.66	
V. Empathy	<u>1889</u>	<u>3.78</u>	V
18. Excellent Retail Stores gives customers individual attention.	356	3.56	
19. Excellent Retail Stores have operating hours convenient to all their customers.	421	4.21	
20. Excellent Retail Stores have employees who give customers personal service.	325	3.25	
21. Excellent Retail Stores have their customers' best interest at heart.	403	4.03	
22. The employee of excellent Retail Stores understands the specific needs of their customers.	384	3.84	

Table 3: Calculation of Standard deviation & variance of Expectations of Respondents of Reliance Fresh

SERVQUAL PARAMETERS	SERVQUAL SCORE		
	Expectation Mean	Expectation Std. Deviation	Expectation Variance
TANGIBILITY	3.81	1.053	1.108
RELIABILITY	4.24	0.775	0.601
RESPONSIVENESS	4.00	0.974	0.948
ASSURANCE	4.11	1.014	1.029
EMPATHY	3.78	1.376	1.893

Table 4: Total Sum of Responses of Perceptions of Respondents of Reliance Fresh

Statement	Total Score	Mean	Ranking
I. Tangibles	<u>1402</u>	3.50	III
1. Reliance Fresh has modern looking equipment.	377	3.77	
2. The physical facilities at Reliance Fresh are visually appealing.	338	3.38	
3. Reliance Fresh layout makes it easier for you to find what you need.	347	3.47	
4. Materials associated with the service (Shopping bag, Trolleys) are visually appealing at Reliance fresh	340	3.40	
II. Reliability	<u>1713</u>	3.43	IV
5. When Reliance Fresh promise to do something (low price claims), they do so.	317	3.17	
6. When you have a problem, Reliance Fresh shows a sincere interest in solving it.	349	3.49	
7. Reliance Fresh performs the service right the first time.	346	3.46	
8. Reliance Fresh provides the service at the time they promise to do so.	348	3.48	
9. Reliance Fresh insists on error free sales transaction and records.	353	3.53	

III. Responsiveness	<u>1428</u>	3.57	II
10. Employees of Reliance Fresh tell you exactly when services will be performed.	357	3.57	
11. Employees of Reliance Fresh gives prompt service to you.	384	3.84	
12. Employees of Reliance Fresh are always willing to help you.	356	3.56	
13. Employees of Reliance Fresh are never too busy to respond to your requests.	331	3.31	
IV. Assurance	<u>1467</u>	3.66	I
14. The behavior of employees in Reliance Fresh instills confidence in customers	364	3.64	
15. You feels safe in transactions with Reliance Fresh	362	3.62	
16. Employees of Reliance Fresh are consistently courteous with you.	361	3.61	
17. Employees of Reliance Fresh have the knowledge to answer your questions.	380	3.80	
V. Empathy	<u>1637</u>	3.27	V
18. Reliance Fresh gives you individual attention.	304	3.04	
19. Reliance Fresh has operating hours convenient to you.	402	4.02	
20. Reliance Fresh has employees who give you personal service.	296	2.96	
21. Reliance Fresh has their customers' best interest at heart.	308	3.08	
22. The employee of Reliance Fresh understands the specific needs of you.	327	3.27	

Table 5: Calculation of Standard deviation & variance of Perceptions of Respondents of Reliance Fresh

SERVQUAL PARAMETERS	SERVQUAL SCORE		
	Perception Mean	Perception Std. Deviation	Perception Variance
TANGIBILITY	3.50	0.5424	0.2943
RELIABILITY	3.42	0.5814	0.3381
RESPONSIVENESS	3.57	1.0824	1.1717
ASSURANCE	3.66	0.3568	0.1274
EMPATHY	3.27	2.1615	4.6720

Table 6: Observed Expectation and Perception Score of Reliance Fresh

<u>SERVOUAL PARAMETERS</u>	Perception Mean	Expectation Mean	Ranking of Perception Dimensions	Ranking of Expectations Dimensions	GAP
TANGIBILITY	3.50	3.81	3	4	-0.31
RELIABILITY	3.42	4.24	4	1	-0.82
RESPONSIVENESS	3.57	4.00	2	3	-0.43
ASSURANCE	3.66	4.11	1	2	-0.45
EMPATHY	3.27	3.78	5	5	-0.51
TOTAL	3.49	3.99			-2.52

Table 7: Total Sum of Responses of Expectations of Respondents of More

Statement	Score	Mean	Ranking
I. Tangibles	<u>1498</u>	<u>3.74</u>	V
1. Excellent Retail Stores have modern looking equipment.	347	3.47	
2. The physical facilities at excellent Retail Stores are visually appealing.	358	3.58	
3. Excellent Retail stores layout makes it easier for the customer to find what they need.	425	4.25	
4. Materials associated with the service (Shopping bag, Trolleys) are visually appealing at an excellent Retail Store.	368	3.68	
II. Reliability	<u>2059</u>	<u>4.12</u>	II
5. When excellent Retail Stores promise to do something (low price claims), they do so.	427	4.27	
6. When a customer has a problem, excellent Retail Stores show a sincere interest in solving it.	394	3.94	
7. Excellent Retail Stores perform the service right the first time.	351	3.51	
8. Excellent Retail Stores will provide the service at the time they promise to do so.	404	4.04	
9. Excellent Retail Stores insist on error free sales transaction and records	483	4.83	
III. Responsiveness	<u>1593</u>	<u>3.98</u>	III
10. Employees of excellent Retail Stores will tell customers exactly when services will be performed.	365	3.65	
11. Employees of excellent Retail Stores gives prompt service to customers.	394	3.94	

12. Employees of excellent Retail Stores are always willing to help customers.	411	4.11	
13. Employees of excellent Retail Stores are never too busy to respond to customers' requests.	423	4.23	
IV. Assurance	<u>1663</u>	<u>4.15</u>	I
14. The behavior of employees in excellent Retail Stores instills confidence in customers	389	3.89	
15. Customers of excellent Retail Stores feel safe in transactions.	486	4.86	
16. Employees of excellent Retail Stores are consistently courteous with customers.	413	4.13	
17. Employees of excellent Retail Stores have the knowledge to answer customers' questions.	372	3.72	
V. Empathy	<u>1926</u>	<u>3.85</u>	IV
18. Excellent Retail Stores gives customers individual attention.	371	3.71	
19. Excellent Retail Stores have operating hours convenient to all their customers.	427	4.27	
20. Excellent Retail Stores have employees who give customers personal service.	322	3.22	
21. Excellent Retail Stores have their customers' best interest at heart.	415	4.15	
22. The employees of excellent Retail Stores understand the specific needs of their customers.	391	3.91	

Table 8: Calculation of Standard deviation & variance of Expectations of Respondents of More

SERVQUAL PARAMETERS	SERVQUAL SCORE		
	Expectation Mean	Expectation Std. Deviation	Expectation Variance
TANGIBILITY	3.74	1.9736	3.8950
RELIABILITY	4.12	1.8663	3.4830
RESPONSIVENESS	3.98	0.6084	0.3701
ASSURANCE	4.15	1.0244	1.0494
EMPATHY	3.85	1.7748	3.1499

Table 9: Total Sum of Responses of Perceptions of Respondents of More

Statement	Score	Mean	Ranking
I. Tangibles	1411	3.52	IV
1. More has modern looking equipment.	371	3.71	
2. The physical facilities at More are visually appealing.	343	3.43	
3. More layout makes it easier for you to find what you need.	355	3.55	
4. Materials associated with the service (Shopping bag, Trolleys) are visually appealing at More	342	3.42	
II. Reliability	1755	3.57	III
5. When More promise to do something (low price claims), they do so.	354	3.54	
6. When you have a problem, More show a sincere interest in solving it.	360	3.60	
7. More perform the service right the first time.	353	3.53	
8. More provides the service at the time they promise to do so.	335	3.35	
9. More insist on error free sales transaction and records.	382	3.82	
III. Responsiveness	1445	3.61	II
10. Employees of More tell you exactly when services will be performed.	348	3.48	
11. Employees of More gives prompt service to you.	379	3.79	
12. Employees of More are always willing to help you.	363	3.63	
13. Employees of More are never too busy to respond to your requests.	355	3.55	
IV. Assurance	1538	3.84	I
14. The behavior of employees in More instills confidence in customers	372	3.72	
15. You feels safe in transactions with More.	419	4.19	
16. Employees of More are consistently courteous with you.	361	3.61	

17. Employees of More have the knowledge to answer your questions.	386	3.86	
17. The behavior of employees in More instills confidence in customers	372	3.72	
V. Empathy	1706	3.41	V
18. More gives you individual attention.	328	3.28	
19. More has operating hours convenient to you.	397	3.97	
20. More has employees who give you personal service.	315	3.15	
21. More has their customers' best interest at heart.	334	3.34	
22. The employees of More understands the specific needs of you.	332	3.32	

Table 10: Calculation of Standard deviation & variance of Perceptions of Respondents of More

SERVQUAL PARAMETERS	SERVQUAL SCORE		
	Perception Mean	Perception Std. Deviation	Perception Variance
TANGIBILITY	3.53	0.4057	0.0164
RELIABILITY	3.57	0.1691	0.0286
RESPONSIVENESS	3.61	0.3997	0.1598
ASSURANCE	3.85	1.0069	1.0139
EMPATHY	3.41	1.2823	1.6443

Table 11: Observed Expectation and Perception Score of More

SERVQUAL PARAMETERS	Expectation Mean	Perception Mean	Ranking of Expectation Dimensions	Ranking of Perception Dimensions	GAP
TANGIBILITY	3.74	3.53	5	4	-0.21
RELIABILITY	4.12	3.57	2	3	-0.55
RESPONSIVENESS	3.98	3.61	3	2	-0.37
ASSURANCE	4.15	3.85	1	1	-0.30
EMPATHY	3.85	3.41	4	5	-0.44
TOTAL	3.97	3.60			-1.87

