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Service Quality Dimension and Customers' Satisfaction: An Empirical Study of Tesco Hypermarket in Malaysia

Padmalini Singh¹, Ranjith PV², Nuramalin Fathihah³, Daisy Mui Hung Kee⁴,
Nuralina⁵, Nurdiyanah⁶, Nursyahrah⁷

RV Institute of Management¹

CA 17, 36th Cross Rd, 4th T Block East, Jayanagara 9th Block, Jayanagar, Bengaluru,
Karnataka 560041, India

CMS Business School, JAIN (Deemed-to-be University)²

17, Seshadri Rd, Gandhi Nagar, Bengaluru, Karnataka 560009, India

Universiti Sains Malaysia, Penang, Malaysia^{3,4,5,6,7}

Jalan Sungai Dua, 11800 Minden, Pulau Pinang, Malaysia

Correspondence Email: singhpadmalini@gmail.com

ORCID ID: <https://orcid.org/0000-0003-3617-3774>

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ABSTRACT

With the rapid growth of the hypermarket industry in Malaysia, it is hard to investigate customers' preferences towards a particular hypermarket. Increasing competition is shrinking the customer base further. Tesco Hypermarket has been one of the leading hypermarkets in Malaysia for years. This study investigates the customers' satisfaction towards the service quality dimension of the Tesco Hypermarket in Malaysia. In this study, the service quality of tangibles, reliability, responsiveness, assurance, and empathy are employed. The process of evaluating service quality was performed quantitatively, with a total of 300 customers participating in our questionnaire. A SERVQUAL questionnaire has been structured to measure the impact of service quality dimensions on customer satisfaction. The study's findings suggest that all the gap scores are negative, explaining that the expectation of customer satisfaction regarding the hypermarket is higher than their perception.

Keywords: Assurance, Customer Satisfaction, Empathy, Reliability, Responsiveness, Service Quality, Tangibles, Tesco Hypermarket

JEL Classification: L84, L80, L89

INTRODUCTION

The competitive environment forces the organizations to become more customer-centric and respond to customers' increasing needs for higher-quality service. Quality has become an important business management approach and a competitive advantage for organizations (Irfan & Kee, 2009). This paper aims to look into the service quality dimension and customer satisfaction in the Tesco hypermarket in Malaysia. Apart from Malaysia, Tesco has expanded its operation rapidly in Thailand and Hungary. Tesco has been the people's go-to hypermarket (Rosnizam et al., 2020).

A hypermarket is a retail structure that blends a department store and a grocery supermarket, and it is usually very big. Hypermarkets sell a wide range of goods, including appliances, clothes, and groceries (Kenton, 2020). In our study, we chose TESCO as our research subject. Tesco opened its first store in Malaysia in May 2002, with the launch of the first hypermarket in Puchong, Selangor. In Malaysia, Tesco owns and manages 49 Tesco and Tesco Extra stores in the country. Tesco is linked to Sime Darby Berhad, a Malaysian company that controls 30% of the business. However, in 2020, Tesco was renamed Lotus's, a Thai retail chain owned by the Charoen Pokphand (CP) Group, with operations in Malaysia due to the acquisition of Tesco's operations in Malaysia. This shows that TESCO is a very well-known hypermarket among Malaysian citizens as it had operated for more than 18 years in Malaysia.

Marketing strategies and innovation are necessary to survive in the competitive environment (Jin et al., 2020). Hypermarkets need to have many marketing strategies to gain trust and loyalty from the customers. Customers are main resources; hence, customers' satisfaction is the most important element in ensuring the operation's performance. The supermarket's sales will increase if it keeps its clients satisfied with the products or services by implementing the right policy to meet the customers' needs. As a result, it is possible to state that customer satisfaction is accompanied by customer revisiting or repurchasing. Customer satisfaction and service quality can be directly related (Maisarah et al., 2020). Businesses, therefore, must review variables such as quality, schedule, layout, and inventory regularly to improve customer satisfaction because even minor factors that employees are unaware of can significantly impact consumer satisfaction. Customers' satisfaction can be evaluated through many perspectives, however, in this study, we are focusing more on TESCO's service quality.

In the service sector, service quality is commonly characterized by how well the service supplied satisfies the needs and requirements of customers and how well it satisfies their expectations. In delivering and sustaining a high-quality service, an entity must determine quality to those it serves (UK Essays, 2020). Several tools for measuring customer satisfaction regarding customers' perceptions and expectations have been developed. The definitions, content, and measurement of these tools differ. The Service Quality (SERVQUAL) model, on the other hand, is the most widely used method for assessing customer satisfaction and service quality (Al-Momani, 2015). Many studies have used it to evaluate service quality in various areas, including hospitality industries and financial services industries. The SERVQUAL model has a wide range of applications; therefore, it can be applied to any situation.

The SERVQUAL model is a multi-dimensional customer satisfaction research tool that includes five service quality dimensions: tangibility, reliability, responsiveness, assurance, and empathy (Pakurár, Haddad, Nagy, Popp, & Oláh, 2019). Tangibility is determined by comparing the tangibles related to the service supplied to the customer's perceptions of service quality. Physical facilities, equipment personnel, and communication materials are all considered tangibles. Reliability means the ability to deliver on a pledge with consistency and accuracy. An entity must have the ability to

keep its promise to perform its service dependably, especially in terms of delivery, service provision, problem resolution, and pricing. Customers would be satisfied if the company kept its promises, especially regarding service outcomes and key service qualities. Thus, companies must be acquainted with customers' expectations of reliability.

The willingness to serve customers and prompt service is referred to as responsiveness. This dimension stresses attentiveness and promptness when dealing with consumer demands, queries, grievances, and concerns. Customers can see a company's responsiveness by how long they must wait for assistance, responses to queries, or attention to issues. The concept of responsiveness is frequently associated with adaptability and the ability to customize a service to the customers' needs. Instilling trust and confidence in others is what assurance is all about. It can also be defined as an employee's understanding of civility and the firm's and its employee's ability to inspire trust and confidence in others. For example, employees in the marketing department who connect customers with the company must have trust and confidence. As a result, an employee will need to obtain customer trust and confidence to acquire a competitive advantage and maintain customer loyalty.

Empathy is related to the company's commitment to providing customers with compassionate, personalized service. In many countries, individual attention is required to demonstrate to customers that the company is doing all necessary to suit their demands. Empathy is the dimension that is considered a bonus to increase customer trust and loyalty and increase their trust and confidence. As we all know, competitiveness has resulted in customer demand increasing day by day. Customers who do not receive personalized service will go elsewhere; thus, it is the company's job to do everything it takes to meet their needs (UK Essays, 2020).

This study aims to define service quality dimensions that can be used to measure customer satisfaction and evaluate the effects of these dimensions, which include tangibles, reliability, responsiveness, assurance, and empathy on customer satisfaction in Tesco Hypermarket in Malaysia. A SERVQUAL questionnaire has been designed to investigate the research goal. This research also aims to see which service quality dimensions provided by Tesco Hypermarket have the greatest impact on customer satisfaction. Therefore, it will also help management identify areas for improvement and the service gap between what the customer expects and what they perceived was delivered (Vencataya, Pudaruth, Juwaheer, Dirpal, & Sumodhee, 2019).

LITERATURE REVIEW

Service Quality

Service quality is a combination of the two words of service and quality. The focus was on providing quality end-user services (Bhargava, 2019). In the case of pure service systems, service quality is often measured by the output of the service delivery system. This is due to customer satisfaction based on its perception. However, opinions on service quality depend not only on a single resource but also on many factors.

It should be noted that high levels of satisfaction with service quality are the consequence of resources that go above and beyond customer expectations and extended service options. Service quality is also seen to be separated into two categories: technology and function. Ramya, Kowsalya, & Dharanipriya (2019) stated that service quality measures the degree to which the delivered service meets customer expectations. Commercial service providers usually evaluate the quality of the services they provide to customers to improve their services, quickly identify problems, and better measure customer satisfaction. There are five dimensions to consider when assessing service quality.

Tangible, reliability, responsiveness, assurance, and empathy are the dimensions. It also has three key attributes: search, experience, and credibility. Service quality is critical to any service organization today, and this is largely due to global competition and the number of participants in the service industry today. Maisarah et al. (2020) reported that customer satisfaction is significantly related to service quality.

Customer Satisfaction

A customer is the one who buys the products, while a consumer is the one who uses the product (Solomon, 2008). Customer satisfaction tests organizations' success in line with their requirements. This also serves as a gauge of service quality. Customers can remark on items and services by offering feedback on service characteristics (Pakurár et al., 2019). Customer satisfaction is also a sign of customer happiness towards particular products or services. Customer expectation refers to uncontrolled elements such as prior experience, personal requirements, word of mouth, and external interaction. Customer perceptions of pleasure or discontent, or their reaction to the performance of the personnel in satisfying or dissatisfying the services, are referred to as customer perception (All Answers Ltd, 2019). Satisfaction may also refer to a person's sentiments of joy or disappointment caused by contrasting a product's perceived performance or outcome to customer expectations (Kotler & Keller, 2014). Customer satisfaction is crucial to make sure the customers will continue using a firm's product or service.

Intangible

Hall (1992) mentioned that the analysis of intangible resources plays a significant role in the strategic management process. Employees need to know how to view reputation as the resource that makes the most important contribution to the company's success. In addition, most of the company's activities are the most important areas of expertise for employees. The quality of tangible services grocery retail stores provides is an important opportunity to gain a competitive advantage in the highly competitive retail market (Roux & Jager, 2012). Buyers will have different expectations for different retail formats. Customers' perceptions and expectations will be influenced by the look of physical infrastructure, technology, employees, and communication materials.

Reliability

The consistency of measuring something is referred to as its reliability. The measurement is deemed trustworthy if the same findings can be achieved consistently using the same procedure under the same conditions (Middleton, 2019). Reliability assessment examines the temporal consistency of results between different observers and between the various parts of the test itself. Reliability also can refer to the degree of trust in supermarket employees and organizations, and the ability to reliably and accurately deliver promised services (Lu & Lukoma, 2011). Psychologists distinguish between three forms of consistency: test-retest reliability, internal consistency, and inter-rater dependability (Price, Jangiani, Chiang, Leighton, & Cuttler, n.d.). The extent is the case defined as test-retest reliability. This means that the same results for next week in any good level of intelligence for that person should roughly produce as it does today. Internal consistency is defined as components on a multi-element level, which is the uniformity of people's reactions to items in a multiple item assessment. In contrast, inter-rater reliability can be defined as the extent of consistency in their judgments to which difference of observation.

Responsiveness

Customer service responsiveness is described as the quality and speed of interaction of employees – customers, or employees – customers, instead of other organizational characteristics (Tarrant et al., 2014). It demonstrates employee willingness to help customers and provide timely service when needed (Dewi, Oesman, & Sudjana, 2011). There are some attributes to responsiveness: ability, response, and skill. The employees

must be able to help and complete all the procedures for the customers. They must respond promptly to customers' requests and be capable of doing all the standard procedures.

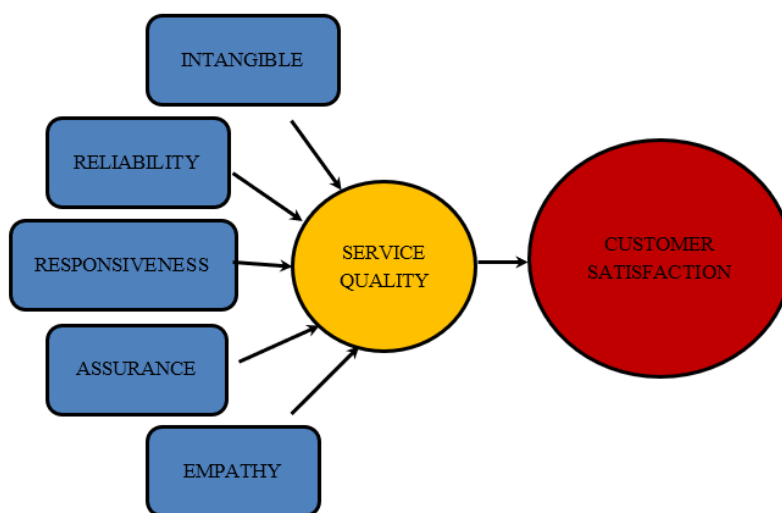
Assurance

Alhkami and Alarussi (2016) defined assurance as employee skills and capabilities, in which if these skills and capabilities acquire customer trust and confidence. Competence, courtesy, excellent communication, and a general attitude that serves customers successfully and efficiently are all part of this. If employees are respectful and always have the essential knowledge, customers will have faith in the organization, making them feel safe. Assurance also refers to the employees' attitudes and behavior, as well as the competence of the staff to deliver friendly, confidential, courteous, and knowledgeable services (Pakurár et al., 2019). This dimension would probably be especially relevant for the services that customers see as highly growing and/or uncertain as to the ability to assess. Therefore, employees should be aware to gain customer trust and confidence to achieve a competitive edge and customer loyalty.

Empathy

Empathy is described as a company's concern for and individual attention to its customers (Parasuraman, Zeithmal, & Berry, 1985). It also refers to how a company cares for and provides personal attention to its customers to make them feel particularly valued and special, and it encompasses things like access, communication, and understanding the customer's demands (Alhkami & Alarussi, 2016). It refers to a company's commitment to providing compassionate, personalized service to its customers. Employees demonstrate empathy for customers by understanding the needs of their customers during business hours, to convince the consumers that they meet their requirements throughout business hours. It is crucial to have individual attention to persuade customers that a company fits their needs. Empathy is also a bonus, as consumers' confidence and trust improve loyalty simultaneously. Customer demands are growing by the day in this dynamic environment, and it is the responsibility of companies to meet those needs; otherwise, customers who do not receive individual attention will seek it elsewhere. Figure 1 illustrates our research framework.

Figure 1. Research Framework



RESEARCH METHOD

The research method of this project is based on the use of hybrid methods, including qualitative and quantitative analysis, to understand actual problems better. The purpose of this study is to look into customer satisfaction with the Tesco Hypermarket's service quality dimension in Malaysia. Thus, a mixed study was done to obtain data from respondents, which included both qualitative and quantitative research.

Primary data has been used as a source to gather information in this project. Primary data is information gathered by those people who have been customers of the Tesco Hypermarket in Malaysia. In this study, the SERVQUAL model was used to assess service quality. Customers' responses to the service quality dimensions of tangibles, reliability, responsiveness, assurance, and empathy are the focus of this study.

The structured questionnaire was prepared and distributed among known contacts through WhatsApp group, WhatsApp status, friends of Facebook, and Instagram followers. The target was to reach 300 respondents to answer our questionnaire. However, there were 150 voluntarily completed our survey questions, yielding a response rate of 50%. The respondents were mainly in the age range of 19 and above. The quartet of them was male (25.3%). The data was collected through a questionnaire using a Multiple-choice grid and implemented with the aid of Google Form.

Secondary data has also been used as a source to gather information. Available literature has aided in providing better insights into the issue of customer perception towards hypermarkets.

RESULTS

A four-section questionnaire was administered to measure the customers' satisfaction towards the service quality dimension of the Tesco Hypermarket in Malaysia. The first section is for personal data. The second and third sections consist of expectations and perceptions of the service quality dimensions. A 5-point Likert scale was used. The respondents were asked to rate how strongly they agreed or disagreed with each statement (1 = strongly disagree; 5 = strongly agree). This is used to identify the gap score between the respondent's expectation of hypermarkets and their perception of Tesco Hypermarket. There are 20 statements with four statements for each of the service dimensions (see Table 1).

Table 1. SERVQUAL Attributes

Dimension	No	Code	Service Attributes
Tangible	1	TA1	Complete facilities have been provided.
	2	TA2	The facilities provided are useful and in good condition
	3	TA3	Each product has been labeled clearly.
	4	TA4	Workers are well dressed and appear neat.
Reliability	1	RL1	Customers trust the service provided.
	2	RL2	The workers show sincere interest in solving the problem.
	3	RL3	Providing services at the promised time
	4	RL4	The products listed meet customers' satisfaction and curiosity.
Responsiveness	1	RS1	Customers are satisfied with the response provided by the workers.
	2	RS2	The workers give prompt service.

	3	RS3	The workers will quickly help when customers have problems.
	4	RS4	The workers are always willing to help customers.
Assurance	1	AS1	The products sold can be trusted.
	2	AS2	The workers are very well-informed about the products.
	3	AS3	The workers are very skillful at performing their duties.
	4	AS4	The workers are consistently courteous with the customers.
Empathy	1	EM1	The hypermarket has fair service towards all customers.
	2	EM2	Workers have a good attitude towards all customers.
	3	EM3	Workers understand customers' specific needs of help.
	4	EM4	Workers give attention to the customers

Table 2. Respondents' Demographics and General Information (n=150)

	Frequency	Percentage (%)
Gender		
Male	38	25.3
Female	112	74.7
Age		
19 years old and below	9	6
20 - 29 years old	125	83.3
30 - 39 years old	10	6.7
40 - 49 years old	5	3.3
50 years old and above	1	0.7
Races		
Malay	121	80.7
Chinese	10	6.7
Indian	12	8
Others	7	4.7
Occupation		
Student	119	79.3
Working	31	20.7
Homemaker	-	-
Household monthly income		
Less than RM2,000	78	52
RM2,001 - RM4,000	43	28.7
RM4,001 - RM6,000	11	7.3
RM6,001 & above	18	12
Household monthly expense		
Less than RM2,000	102	68
RM2,001 - RM4,000	36	24
RM4,001 - RM6,000	11	7.3
RM6,001 & above	1	0.7
I have experience shopping at Tesco Hypermarket before		
Yes	150	100
No	-	-
How many times in a month do you shop at Tesco Hypermarket?		
1 - 2 times	112	74.7

3 - 5 times	25	16.7
6 - 10 times	8	5.3
More than 10 times	5	3.3

Table 2 shows the summary of respondents' demography and general information. Most of the respondents are female and are between 20 to 29 years old. A total of 80.7 percent of the respondents are Malay and about 119 respondents are full-time students. Based on the general information, all 150 respondents have experienced shopping at Tesco Hypermarket and about 8.6 percent of them shop more than 6 times per month at Tesco Hypermarket.

Table 3. Average Gap Scores of Each Dimension

Service Dimensions	Statement	Expectation Score (E)	Perception Score (P)	Gap Score
Tangibles	TA1	4.2067	3.9933	-0.2134
	TA2	4.1400	3.9400	-0.2000
	TA3	4.1733	3.9600	-0.2133
	TA4	4.0867	3.9467	-0.1400
Average Tangibles SERVQUAL score				-0.1917
Reliability	RL1	4.0133	3.9200	-0.0933
	RL2	3.9000	3.7600	-0.1400
	RL3	3.9733	3.8200	-0.1533
	RL4	3.9927	3.8867	-0.1060
Average Reliability SERVQUAL score				-0.1231
Responsiveness	RS1	3.8400	3.8333	-0.0067
	RS2	3.9133	3.8000	-0.1133
	RS3	3.8933	3.8133	-0.0800
	RS4	3.9733	3.8333	-0.1400
Average Responsiveness SERVQUAL score				-0.0850
Assurance	AS1	4.0267	3.9333	-0.0934
	AS2	3.9400	3.8467	-0.0933
	AS3	3.9133	3.9067	-0.0066
	AS4	3.9133	3.8467	-0.0666
Average Assurance SERVQUAL score				-0.0650
Empathy	EM1	4.0133	3.9133	-0.1000
	EM2	3.9467	3.8667	-0.0800
	EM3	3.9733	3.8600	-0.1133
	EM4	3.8733	3.8400	-0.0333
Average Empathy SERVQUAL score				-0.0817

Comparison between the mean scores of the expectations and perception are shown as the gap score in Table 3. Each service dimension (tangibles, reliability, responsiveness, assurance, and empathy) is examined with four questions. The tangible dimension contains four questions that assess the respondent's perception of the hypermarket's tangible aspect, such as physical facilities, the facilities' usefulness, workers, and materials. Based on Table 3, all of the tangible dimension's gap score subcategories are negative. The highest gap score of tangibles was found in TA1: "Complete facilities have been provided" which is -0.2134. The average gap score of tangible dimension is also negative, which is -0.1917.

The reliability dimension also comprises 4 questions, which assess the respondent's perception of the hypermarkets' reliability such as trust towards the services, sincere interest in solving problems, providing services at the promised time, acting according to promises, and product listed meets satisfaction curiosity. Based on Table 3, the gap

score of the four subcategories of the reliability dimension is negative. The highest gap in reliability dimension is -0.1533, which is found in RL3: "Provide the services at the time workers promised to do so". Reliability also has a negative average gap score, which is -0.1231.

The responsiveness dimension includes four questions that examine respondents' perceptions of the hypermarkets' responsiveness, such as workers' responses towards customers, offering prompt services, never being too busy to reply to service, and being willing to help. According to Table 3, all of the subcategories of the responsiveness dimensions have a negative gap score. Out of all subcategories, RS4: "The workers are always willing to help customers" has the highest gap score of -0.1400. Thus, the average gap score for responsiveness will be -0.0850.

The assurance dimensions also include four questions that assess respondent's perception of assurance aspects of the hypermarket, such as product trust, worker's knowledge to answer inquiries, worker's skills in performing duties, and worker's courteous towards customers. Table 3 shows that all four subcategories of assurance dimension's gap scores are negative. The highest gap score in this dimension is -0.0934 from AS1: "The products sold can be trusted". The average gap score calculated for assurance is -0.0650.

The empathy dimensions are also the same as the other four dimensions with four questions that assess respondents on their perception of the empathy aspect of the hypermarket, such as fair services, the attitude of workers towards customers, worker's understanding customer requirements, and individual attention. Table 3 shows that all of the four subcategories of empathy dimensions have a negative gap score. The highest gap score found in EM3: "Workers understand customers' specific needs of help" of -0.1133 differences between expectation and perception. The average gap score for empathy is -0.0817.

DISCUSSION

In all categories, the data reveal a negative service gap. This gives an unweighted SERVQUAL score of -0.1093, shown in Table 4. The negative value indicates that Tesco Hypermarkets were not meeting customer expectations. The top three gaps between expectation and perceptions based on dimension were tangibles, reliability, and responsiveness.

Table 4. Unweighted SERVQUAL Score

Average Tangibles SERVQUAL score	-0.1917
Average Reliability SERVQUAL score	-0.1231
Average Responsiveness SERVQUAL score	-0.0850
Average Assurance SERVQUAL score	-0.0650
Average Empathy SERVQUAL score	-0.0817
TOTAL	-0.5464
AVERAGE (=Total/5) UNWEIGHTED SERVQUAL SCORE	-0.1093

Table 5. SERVQUAL Importance Weights

The following are five characteristics relating to supermarkets and their services.

- | | | |
|----|---|-----------|
| 1. | The appearance of physical facilities, equipment personnel and communication materials of hypermarkets. | 32 points |
| 2. | The ability of hypermarkets to perform the promised service dependably and accurately. | 20 points |

3.	The willingness of hypermarkets to help and provide prompt service.	23 points
4.	The knowledge and courtesy of employees of hypermarkets and their ability to inspire confidence.	10 points
5.	The caring, individualized attention the hypermarkets provides to its customers	15 points
TOTAL		100 points

Table 6. SERVQUAL Weighted Scores

SERVQUAL Dimensions	Score from Table 2	x	Importance weight from Table 3	=	Weighted Score
Average Tangible	-0.1917	x	32	=	-6.1344
Average Reliability	-0.1231	x	20	=	-2.462
Average Responsiveness	-0.0850	x	23	=	-1.955
Average Assurance	-0.0650	x	10	=	-0.65
Average Empathy	-0.0817	x	15	=	-1.2255
TOTAL					-12.4269
AVERAGE (= Total / 5) WEIGHTED SERVQUAL SCORE					-2.48538

According to Table 4, the average unweighted SERVQUAL score for the tangible dimension of customers satisfaction towards service quality of Tesco is -0.1917. After considering the dimension weights of 32 out of 100 points taken from Table 5, the weighted SERVQUAL score is -6.1344 (as shown in Table 6). The average unweighted SERVQUAL score for the reliability dimension is -0.1231. With the weights of 20 points factored in, the weighted score has become -2.462. For responsiveness, the average unweighted SERVQUAL score is -0.0850, while the final weighted score comes out as -1.955 as the weight of this dimension is 23 points. Next, out of 100 points, assurance has an importance weight of 10 points. The unweighted SERVQUAL score is -0.0650. Therefore, its weighted SERVQUAL score is -0.65. The last dimension is empathy, with the unweighted SERVQUALI score is -0.0817 and 15 points for the importance weights, making the weighted SERVQUAL score -1.2255. After adding the weighted SERVQUAL score of all the five dimensions, we get a total of -12.4269 and the average weighted SERVQUAL score of -2.48538.

All SERVQUAL scores are negative in both weighted and unweighted SERVQUAL scores even after adding importance weights. This shows a gap of improvement that should be considered in improving the service quality of Tesco. Table 6 indicates that the tangibles dimension has the biggest gap to be improved. The reason is that tangible has the highest weight out of 100 points among all the other dimensions, 32 points. Therefore, Tesco has to put a tangible dimension as their priority to improve their service quality. With appropriate actions taken, Tesco could decrease the gap. Eventually, it would improve customer satisfaction as it has the biggest weight, which means to be important to them.

Table 7. Customer Satisfaction (n=150)

	Frequency	Percentage (%)
I am satisfied with the service quality		
Yes	148	98.7
No	2	1.3

Based on Table 7, 98.7 percent of the respondents are satisfied with Tesco Hypermarket service. However, two respondents are unsatisfied. They stated that the unavailability of staff when the customers need help is the reason. Hence, a question of any

recommendation to improve Tesco's service was also conducted in our survey.

A recommendation was given to improve the employees' training in their skills and ethics. They recommended the employees should be more informative about the products to help the customers directly. Besides that, another recommendation is to improve the technology used at the cashier area by installing a self-checkout space to prevent a long crowded queue. Last but not least, they recommended for Tesco to do more sales promotion for their products in the future and extra marketing using social media to gain more customers.

CONCLUSION

The findings suggest a gap between expectations and perceptions of customer satisfaction regarding the service quality dimension of the Tesco Hypermarket in Malaysia. The results suggest that all the gap scores are negative. This means that customer satisfaction is higher than their perception. Based on the data collected, tangible was recorded as the highest gap among other service dimensions. The service attributes to this dimension are about the completeness of facilities, the usefulness of the facilities, the label of each product, and the workers dressed up.

By referring to this data, Tesco Hypermarket may analyze the tangible dimensions. There might be something that makes customers' perceptions lower than their expectations. When customers evaluate their experience, perception can cover various emotional and physical determinants. Therefore it will be a challenge for Tesco Hypermarket to meet consumer perception. The lowest gap score between perception and expectation is the assurance dimension. The service attributes to this dimension are the trustworthiness of the products, the worker's knowledge to answer customers' inquiries, the worker's skills in performing duties, and the worker's courtesy towards customers. This shows that customers' perceptions regarding assurance are close to their expectations rather than other service dimensions.

Increasing the customer's knowledge and awareness about the service dimension is important. They will note issues such as the facilities provided, the management process of the hypermarket, the quality of services given, the capabilities of workers, and the attention given to the customers. This will prepare them to participate in the SERVQUAL model that contributes to the quality of service dimensions. Implementing SERVQUAL and measuring customer perception and expectations can lead to customer loyalty and more cross-selling opportunities. This also will benefit the employee in improving their skills and to the organization in improving their corporate image, revenue, and financial performance.

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