

SERVICE QUALITY MEASUREMENT IN TANZANIAN BUSINESS SCHOOLS

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ABSTRACT

The extended SERVQUAL instrument is examined and validated for measuring business schools' service quality in Tanzania-an emerging economy. The relative weights that students attach to various dimensions of the service quality in business schools are established and compared in two periods of time, pre and post graduation. A longitudinal survey was conducted with final year students from two business schools-the College of Business Education and the Institute of Accountancy Arusha. The validity of the extended SERVQUAL instrument is excellent- $\alpha > 0.95$. A new Process Outcome dimension in the extended SERVQUAL is more important than other dimensions. It is suggested that the extended SERVQUAL instrument be used by managers of business schools to identify factors which students use to assess the quality of the education services they receive. Knowledge of these factors will enable business schools' managers set priorities while allocating scarce resources to improve quality per school and in higher education, in general. Regulatory bodies should make use of this model as a supplement to the traditional performance measures.

Keyword: Service Quality, extended SERVQUAL, Business Schools, Emerging market economy-Tanzania

INTRODUCTION

The quality of higher learning institutions has traditionally been assessed based on performance measures/indicators such as cost accounting and scientific prestige (Kaplanis, n.d.), number of students and staff, student/lecturer ratio, and student evaluations of teaching and curriculum (Cuthbert, 1996). Such instruments are mainly developed for management use (Smith *et al.*, 2007). Although the instruments may be convenient, their reliability may be debatable due to lack of research to establish their reliability (Cuthbert, 1996). Furthermore, as Cuthbert (*Ibid*) argues, the validity of such instruments may be too low to make sound decisions about course delivery. Audit sessions, which are conducted by regulatory bodies for quality assurance, check the adherence of business schools to their own set of standards (Smith *et al.*, 2007). Performance assessments of such institutions may be based on meeting acceptable minimum requirements and not on the best performance. Cuthbert (1996) indicates that questionnaires used to evaluate student experiences in the classroom are not uniform with regard to the constructs used, the number of questions included and the time allowed for completion. Factors such as the learning approach adopted by the students (Cuthbert, 1996) or large class size, which is beyond the teacher's control, impact on the student experience.

The academic environment is a primary component of service quality in higher learning institutions (UNESCO, 1998). While measuring students' academic performance is important, these measures or indicators are not directly linked to processes, activities and functions that address their requirements (as clients) in their totality. Assessments of educational institutions, which encompass students' experience, in addition to other indicators of service quality, would be more comprehensive and reveal a wealth of information about other important aspects of a school.

The key to success of any public or private teaching institution lies in the quality of education services delivered. In fact, service quality could be the only strong competitive strategy for a training and educational institution (Ford, *et al.*, 1999; Zeithaml *et al.*, 2006). Monitoring of the service quality performance of organizations is an important undertaking for quality enhancement and a necessary step towards gaining

the competitive advantage over other organizations (Boshoff & Gray, 2004, Getty & Getty, 2003; Zeithaml *et al.*, 2006). Other business strategies can easily be copied by competitors (Boshoff & Gray, 2004).

The definition and measurement of service quality as a construct has been problematic. There has not been an agreement as to either its definition or its measurement (Getty & Getty, 2003; Pollack, 2009). Service quality has also been seen as a static construct (O'Neil & Palmer, 2004). Unlike the case of the production of physical products, service quality is not a function of statistical measures, which looks at defects or managerial judgment (Koslowski III, 2006). Measurement problems have arisen from the intrinsic difficulty of defining this construct. Some researchers express their reservation as to whether we can actually define it or if we just know it when we see it (Harvey, 2001). Oldfield and Baron (2000) hold that customers cannot see a service but they can see and experience various tangible elements associated with the service. Nonetheless, an instrument that will measure and monitor the holistic service experience of business schools is important.

Purpose: This study examines and validates the extended SERVQUAL instrument for measuring business schools' service quality in Tanzania-an emerging economy. Students' requirements may not carry equal weight in determining the quality of the services received (Zeithaml *et al.*, 2006) during the service encounters at school and beyond. Students' perceptions of and the relative weight they attach to various aspects (dimensions) of the service quality in business schools in Tanzania are established and compared for two periods of time, at pre and post graduation.

Significance: The extended SERVQUAL instrument will be useful to managers of business schools as it helps to crystallize the concept of service quality, the discrepancy between students' expectations and the actual performance of the institutions. Specifically, the information gathered will inform managers of particular areas in need of improvement and guide their decision-making. Research and awareness about what students deem important will enable managers to better anticipate and address students' particular needs during and after the service encounter. Recognition of differences

among student groups will further help policy makers in Tanzania to set priorities and make appropriate investment decisions. This, in turn, will strengthen educational institutions. Students' service quality assessment of business schools from the extended SERVQUAL encompasses the whole student experience, contrary to traditional/popular tools used to measure lecturers' performance in the classroom only. This instrument empowers students and is an indication that business schools are committed to service quality and care for students. The instrument can also be used to monitor expectations, performance and satisfaction levels of business school staff. Since the Extended SERVQUAL supplements the traditional performance measures, it will be relevant to (academic) regulatory bodies as well in comparing the business schools performance and to focus on students' experience during and after their education (service encounter).

Common performance measures are needed for service quality in the current globalization era in which emerging and mature economies are forging partnerships. It is, therefore, particularly important to test whether the service models developed and applied in mature economies work equally well in the emerging economies.

The major determinants of service quality are still debatable in the literature (see Abdullah, 2005; 2006; Babakus & Boller, 1992; Bennington & Cummane, 1997; Bigné, Martínez & Miquel, 1997; Carman, 1990; Cronin & Taylor, 1992; Gi-Du Kang, 2004; Ling, Chai & Piew, 2010; Nel, Deon, Boshoff & Mels, 1997; Nel, Deon, Pitt, & Berthon, 1997; Oldfield & Baron, 2000; Pollack, 2009; Teas, 1993; Wen, 1998). The literature on students as customers and their perceptions of the education services they receive are limited, particularly in the context of emerging markets. This inquiry therefore contributes to knowledge on service quality in education as a marketing sector in Tanzania. Although Nel, Deon, Pitt and Berthon (1997) conducted a similar study in South Africa using the original SERVQUAL 22 items, only the functional aspects were measured. Since education service delivery process takes a long time, measurement of the service outcome at the end of service delivery provides a true picture of service quality received. In addition to the functional aspects, this study measures the outcome aspect of the education services received by students using 28 items. In the Nel, Deon,

Pitt and Berthon's (1997) study the population was MBA students, while this study's population is final year undergraduate students. The priority areas of service quality may be different from those of MBA students. Furthermore, the authors recommend similar studies undertaking using SERVQUAL for cross-cultural comparisons.

This study uses the extended SERVQUAL in a contextually different setting (Tanzania) at two points in time as opposed to cross-sectional studies previously undertaken (e.g. Nel, Deon, Pitt & Berthon, 1997; Pariseau & McDaniel, 1996).

LITERATURE REVIEW

Satisfaction is a condition felt by a person who has experienced service performance in comparison to prior expectations. Satisfaction is a function of a relative level of expectations and perceived performance (Hayanash, Abdullah & Warokka, 2011). In the context of a student, satisfaction is a student's fulfillment response after education services experience.

Customer satisfaction concept which is centered on process and definition thereof is adopted in this study. This is because in the service environment, consumption experience consists of collective perceptual, evaluative and psychological processes, which eventually generate consumer satisfaction (Boshoff & Gray, 2004).

Juran (1982) defines quality as "suitable for use", all about fitness (satisfying customer needs), whereas Crosby (1979, 1984) as cited in Parasuraman, Zeithaml and Berry (1985, p. 41) and Palmer (2001, p. 208) respectively defines quality as "conforming to requirements/specifications" which have been set by the organization. Quality is "the extent to which a product or service meets and /or exceeds customer expectations" (Sebastianelli & Tamimi, 2002, p. 444). Further, Garvin (1987, p. 103) states that, "quality means pleasing consumers not just protecting them from annoyances".

The above definitions of quality imply that quality can only be defined in the perspective of customers and occurs where an organization supplies goods or services to a specification that satisfies customer needs (Palmer, 2001). The concept of quality control for tangible goods describes quality in terms of conformance to specifications; conformance to requirements; fitness for use; conformance to customer requirements (Ming & Ing, 2005; Walker & Johnson, 2006). Manufactured goods have clear specifications for the components of the final product (Harte & Etchart, 1997); hence their quality determination is easy.

In the context of services, customers cannot assess the quality of the services they are going to receive beforehand and this raises uncertainties (Gabbott & Hogg, 1997; Venetis, 1997; Zeithaml *et al.*, 2006). Furthermore, the evaluation of service quality is a

process through which a consumer compares own expectations with the service perceived to have been received (Grönroos, 1984). On the other hand, Getty and Thomson (1994) as cited in Palmer (2001, p. 210) state that the perceived quality may be viewed as a global attitudinal judgment associated with the superiority of the service experience over time.

Addressing education specifically, the Quality Assurance Agency for Higher Education (QAA) for the UK, as cited in Eagle and Brennan (2007, p. 47), defines education quality as “A way of describing how well the learning opportunities available to students help them to achieve their award. It is making sure that appropriate and effective teaching, support, assessment and learning opportunities are provided for them.” In contrast, Cheng and Tam (1997, p. 23) state: “Education quality is a character of the set of elements in the input, process, and output of the education system that provides services that completely satisfy both internal and external strategic constituencies by meeting their explicit and implicit expectations.” The World Declaration on Higher Education (UNESCO, 1998, p. 1) declared that “quality in higher education is a multi-dimensional concept, which embraces all its functions and activities, teaching and academic programs, research and scholarship, staffing, students, buildings, facilities, equipment, services to community and the academic environment, ... interactive networking.”

Clearly, all aforementioned definitions of the concept of service quality focus on fulfilling customer needs and requirements and explain how well the level delivered by a service provider matches customer expectations. The customer is the judge of the service quality (Cuganesan, Bradley & Booth, 1997). Given the intangible nature of the services and the fact that quality is an attitude construct, related but not equivalent to satisfaction, Parasuraman *et al.* (1985; 1988) define quality as the degree and direction of the discrepancy between customer’s expectations and the perceptions of the services received.

In this article, the author confines the definition of service quality to the comparison of consumer expectations with the actual service performance involving a degree and

direction of the discrepancy between customer's expectations and perceptions of the service in the perspective of a student as a primary consumer of education services.

Service performance assessment: Service performance is evaluated after the service has been experienced. If the customers' expectations are higher than the perceived service quality received, this results in dissatisfaction. Conversely, if customers' expectations are lower than the perceived service quality received, then the customer is satisfied (O'Neill & Palmer, 2004; Zeithaml *et al.*, 2006). Indeed, an awareness of the situations both before and after the service encounter facilitates the identification of service quality deficiencies. Recognizing the shortfall in service delivery allows service organizations to make adjustments to meet and maintain proper standards which are necessary for acceptable/adequate service delivery (Zeithaml, *et al.*, 2006). Identification of such shortfalls is possible if measurement of service equality is undertaken on an on-going basis. In a similar vein, Parasuraman *et al.* (1988) and Zeithaml *et al.* (2006), find the underlying factors which consumers use to judge the quality of services as their perceptions of the technical outcome delivered by the service providers, the quality of physical surroundings, and their interactions with employees. Five aspects of service quality, which have been identified, are: *Reliability, Responsiveness, Assurance, Empathy, and Tangibles* (Parasuraman *et al.*, 1988). These five dimensions may be adequate for most services. However, SERVQUAL is not a generic measure of service quality for all services sectors (Parasuraman *et al.* 1991, Shekarchizadeh, Rasli, & Huam, 2011). According to Lovelock and Wirtz, (2007), credence services - intangible services which cannot be evaluated with confidence immediately after receipt are the exception (e.g. services provided by the legal, financial and teaching professions). The outcome of service encounter is obtained much later after the service experience.

Process Outcome: The motivation for pursuing studies in higher educational (training) institutions is the expected quality of knowledge and skills to be received. **The knowledge and skills obtained by students is an outcome**, which is realized after students have encountered multiple service experiences while in training institutions. Customers or individuals view an object, event or service rendered as acceptable or

unacceptable according to their cognitive evaluations of experiences against their own expectations. Extant Confirmation/Disconfirmation theories support this view.

Confirmation/Disconfirmation Theories: Expectation-disconfirmation theory is among the existing disconfirmation theories available. The theory holds that satisfaction is jointly determined by pre-experience expectations and post-experience confirmation/disconfirmation of expectations (Chao, Wang, Fu & Yi, 2011). Disconfirmation is the degree to which performance exceeds, equals, or falls short of an individual's expectations, resulting in positive, zero, and negative disconfirmation, respectively (*Ibid*).

Vroom's Valence Instrumentality Expectancy Theory (Van Eerde & Thierry, 1996): this theory is based on three variables: Valence, Instrumentality and Expectancy. Valence concept refers to the affective orientation/value towards an outcome- the emotional orientations, which people hold with respect to the outcome (rewards). Positive valence is preferred to negative valence, that is, the person must prefer attaining the outcome rather than not attaining it. Instrumentality construct has an outcome-outcome association (relationship between performance and outcome). Expectancy is an individual's belief about whether a particular goal is attainable (Lawler III & Suttle, 1973; Van Eerde & Thierry, 1996).

Value percept disparity theory: The theory holds that consumer satisfaction/dissatisfaction is an emotional response resulting from a cognitive-evaluative process in which the perceptions of (or beliefs about) an object, action, or condition is compared to one's values [or needs, wants, desires] (Westbrook & Relly, 1983). The smaller the disparity between the percepts of the object, action, or condition, and consumer's values, the more favorable the evaluation and the greater the creation of positive effect associated with goal attainment, that is, satisfaction. Conversely, the greater the consumer's value-percept disparity, the less favorable the evaluation, the less creation of positive affect, and the greater the creation of negative affect that is, dissatisfaction. This theory assumes that a consumer evaluates one or more aspects of a product or institution or marketplace behavior; the consumer holds one or more value

standard/ norm; and that the consumer makes a thoughtful judgment of the relationship between perceptions and value (s) (Bloemer & Dekker, 2007).

While confirmation/disconfirmation theories evaluate an outcome that is, consumer's satisfaction with the product/service, the same disconfirmation theories are used to evaluate consumers /customers service quality perceptions of the service delivery process. The constructs, satisfaction and service quality are related but not similar (Parasuraman, Zeithaml & Berry, 1988). While Service quality is an attitude about a product/service, satisfaction is a cognitive evaluation of a product or service in respect of meeting expectations (Lawler III & Suttle, 1973).

Empirical Studies: The five service quality dimensions namely: Tangibles, Reliability, Responsiveness, Assurance, and Empathy (Parasuraman *et al.*, 1991) in SERVQUAL measure the functional aspects of the institution or the quality of the service process. The quality of the service outcome is measured on the basis of customer satisfaction with the service. Service quality is an antecedent of satisfaction (Zeithaml *et al.*, 2006). Dabholkar and Overby (2005) indicate that service quality is related to process factors while service outcome are closely linked with customer satisfaction. Boshoff and Gray (2004) suggest that customer satisfaction is process oriented and particularly so in services. The multiple encounters which students experience in education services delivery process calls for the need of getting students' views on overall satisfaction (contrary to satisfaction with a specific transaction).

Since customer satisfaction is realized from the service delivery process (Boshoff & Gray, 2004), the items adapted from Holfold and Reinders (2001) while measuring students' perceptions of the quality of pharmaceutical education are used.

For this reason, the items that measure an education outcome from business schools' process in service delivery, namely, knowledge and skills (Process Outcome) have been added to enhance the SERVQUAL instrument. The six dimensions that determine business schools' service quality are therefore:

- Tangibles - Appearance of physical facilities, equipment, personnel and communication materials

- Reliability - Ability to perform the promised service dependably and accurately
- Responsiveness-Willingness to help customers and provide prompt service
- Assurance - Knowledge, courtesy of employees and their ability to convey trust and confidence.
- Empathy - Caring, individualized attention the organization provides to its customers whereas
- Process Outcome measures satisfaction with the knowledge and skills received from higher education service providers.

While the quality dimensions are important, marketers also consider demographic variables as important factors since they facilitate deeper understanding of customer's product/service preferences, attitude formation, buying decision and the like (Malhotra & Birks, 2000). It is worth noting that students, like other consumers in marketing, have individual differences therefore, the inclusion of demographic variables in the extended SERVQUAL instrument is necessary. The dimensions that determine education service quality are shown in the Conceptual Framework in Figure 1.

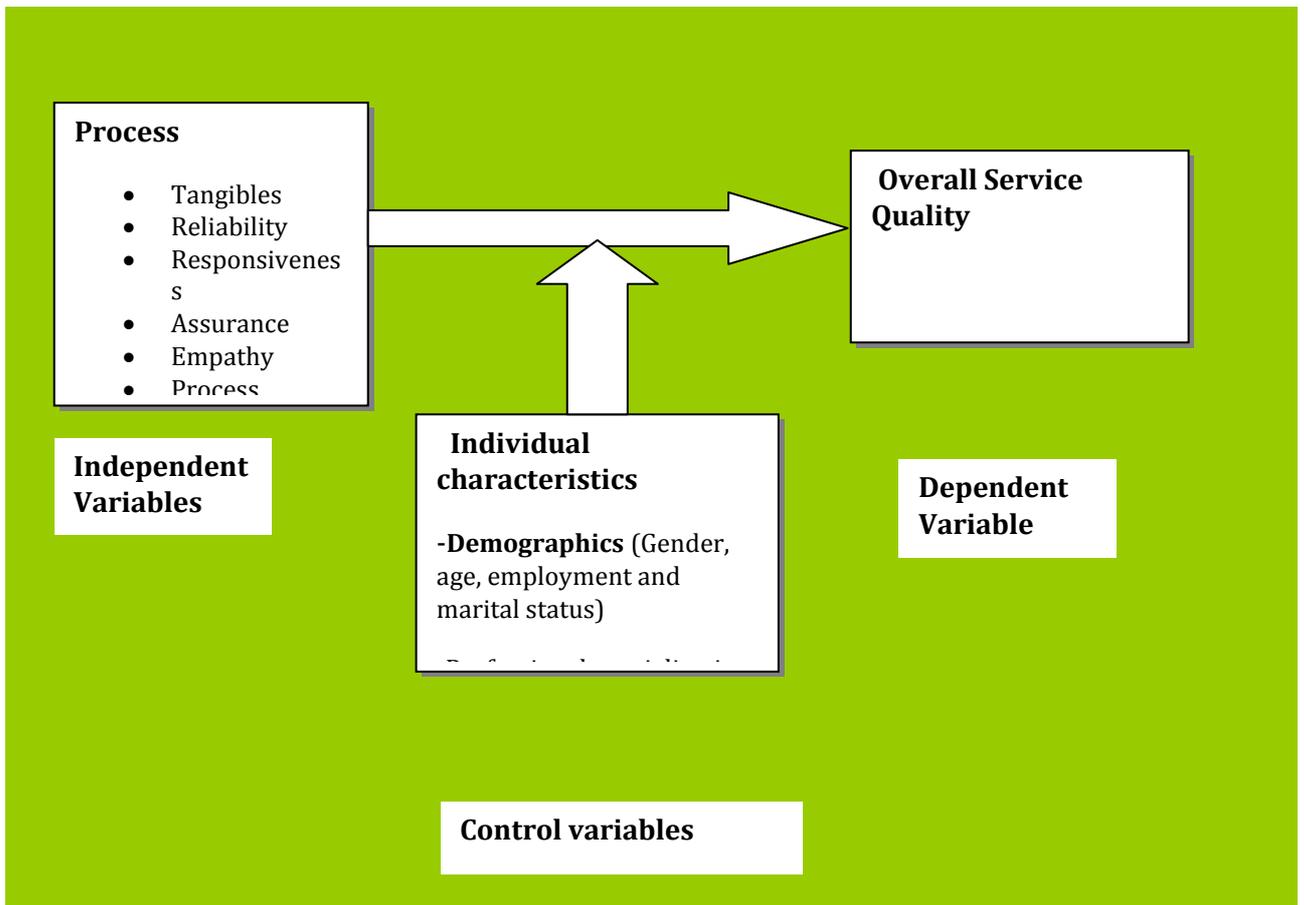


Figure 1: Conceptual Framework

METHODOLOGY

A longitudinal survey was conducted to test an extended SERVQUAL model in two time periods at two Tanzanian business schools-the College of Business Education and the Institute of Accountancy Arusha. The two business schools were all located in the cities. Students in the final year of study were the units of analysis. The model was used to measure students' (customers') expectations against the school's actual (service) performance (pre and post graduation) along the Tangible, Reliability, Responsiveness, Assurance, Empathy dimensions and the Process Outcome(s). The first five are general aspects of service quality while the Process outcome consists of context-specific aspects (Parasuraman *et al.* 1991). The content of the extended SERVQUAL includes all 22 of the original SERVQUAL items, rephrased to make them suitable for educational institutions, plus six context specific items relating to students' satisfaction with the intellectual development/offerings at the institution, and the skills and competencies acquired at the institution (Holfold & Reinders, 2001). The responses to the statements are measured by a Likert type scale (anchored at points 1 to 7 according to the validated instruments). An item asking students to assess the institution's overall performance is also included. Overall performance is measured on a 5-point scale. The content of the added items is given in Table 1. Although student samples are typically not encouraged for use in research (Nel, Heerden, Chan, Ghazisaeli, Halvorson & Steyn, 2011), students are the target population in this study since they are the consumers of educational services.

Table 1: Process Outcome Statements

No.	Statement
	<i>Process Outcome</i>
23	Provision of high quality education
24	Satisfaction with intellectual development at the institution
25	Satisfaction with the skills acquired at the institution
26	Pride of the accomplishments at the institution
27	Anticipated academic performance
28	Recommendation of the institution to others

Procedure: The extended SERVQUAL instrument was back-translated by bilingual experts (English-Kiswahili-English) before it was administered. Pre-testing of the instrument was done at a business school in the Netherlands. Students came from emerging economies all over the globe. Students understood all of the items, hence no revision was necessary. Permission from the Commission for Science and Technology and CEOs of business schools in Tanzania was sought before administration of the instrument.

The instrument was administered to students in their final year of study (T1) at two business schools-the College of Business Education and the Institute of Accountancy Arusha in Tanzania. The same instrument was again administered to the same students (recent graduates) six months after they had graduated (T2). The period of six months after the service encounter conforms to Kirkpatrick and Kirkpatrick's (2006) suggestion of undertaking a behavioral change assessment six months after training is completed. Questionnaires were personally administered to students during their class time after receiving permission from their lecturers during time T1. During time T2, questionnaires were, again, personally administered to graduates. An incentive of air time of Tanzanian shillings 5,000 was offered to encourage good response rate (Malhotra & Birks, 2000; Reiche & Harzing, 2007). A total of 206 recent graduates (52%) responded to the second survey. This is an acceptable response rate (Nel *et al.*, 1997; Reiche & Harzing, 2007; Reimer & Kuehn, 2005).

Sample Characteristics: The demographic distribution of the student sample is shown in Table 2. The students' modal age group was 25-29 years for both periods of time. There was no significant change in age during the two periods [Paired Sample T-test ($t(188) = 0.663$; $p=0.508$)].

During T1 (students in their senior year) and T2 (recent graduates), there were more males than females. The number of students employed increased from 3.6% in time T1 to 20.9 % graduates employed in time T2. However, this was expected since graduates were to be employed after the completion of their studies. The employment rate of

graduates after six months may seem low when compared to those in a mature economy. However, this is a normal rate in Tanzania. The relative proportion by professional specialization remained the same in Business Administration, Accountancy and Tax Administration for the two periods of time.

Table 2: Sample Characteristics

	T1		T2	
	Frequency	Percent	Frequency	Percent
Age group				
15-19	1	0.27		
20-24	66	18.13	44	21.36
25-29	218	59.89	126	61.17
30-34	38	10.44	18	8.74
35-39	5	1.37	4	1.94
40-44	3	0.82		
Not stated	33	9.07	14	6.80
Total	364	100.00	206	100.00
Gender				
Male	223	61.30	123	59.70
Female	141	38.70	83	40.30
Total	364	100.00	206	100.00
Marital status				
Married	26	7.10	15	7.30
Single	323	88.70	186	90.30
Living together	12	3.30	3	1.50
Divorced	1	0.30	0	0.00
Separated	1	0.30	0	0.00
Not stated	1	0.30	2	1.00
Total	364	100.00	206	100.00
Employment Status				
Currently Employed	13	3.60	43	20.90
Not currently employed	351	96.40	163	79.10
Total	364	100.00	206	100.00
Professional Specialization				
Business Administration	64	17.60	45	21.80
Accountancy	128	35.20	61	29.60
Procurement and supply / Logistic management	35	9.60	29	14.10
Marketing	33	9.10	13	6.30
Legal and industrial metrology	13	3.60	9	4.40
Information Technology	41	11.30	23	11.20
Tax Administration	8	2.20	4	1.90
Banking and Finance	19	5.20	7	3.40
Computer Science	23	6.30	15	7.30
Total	364	100.00	206	100.00

Analysis: The aggregated gap mean scores ($\Sigma (P-E)/N$) [where P=Perception score and E= Expectation score] of responses within each dimension were computed and compared for the two periods of time (T1 & T2). Internal consistency of the instrument was determined using Cronbach's Alpha. Factor structure and validity of the instrument were also examined. Inter-relationships between/within items of the service quality dimensions were determined using Pearson's correlations. A One-way ANOVA was carried out using the aggregated gap as a dependent variable and participants' perceptions as independent variables to establish and analyze group differences.

Validity of the Instrument: The validity of the extended SERVQUAL instrument was tested in the context of an emerging economy, Tanzania, by utilizing it in this longitudinal study.

Reliability: Cronbach's Alpha was computed for the various items for T1 and T2 to check the persistence of the internal consistency of this instrument. This ascertains the extent to which items along each dimension shared a common core, given the multidimensionality of the service quality construct (Parasuraman *et al.*, 1988). According to George and Mallery's (2006) interpretation, at T1, the Gaps (P-E) alpha values ranged from 0.783 to 0.879. At time T2, the Gaps (P-E) alpha values ranged from 0.741 to 0.883 which are in the range of good to acceptable. The combined reliability for the gaps along all service quality dimensions was high (0.956 at time T1 and 0.957 at time T2). Though there is no consensus on the proper alpha value (George & Mallery, 2006), the combined reliability values for the gaps were greater than 0.95 indicating the internal consistency of the instrument. The overall alpha values in this study are better than those reported earlier by Nel, Pitt, and Berthon (1997) using SERVQUAL items only.

Factor Structure: Many previous studies conducted in mature economies have failed to replicate the five factor structure in the original SERVQUAL (Babakus & Boller, 1992; Boshoff & Gray, 2004; Carman, 1992; Cronin & Taylor, 1992; Nel, Pitt & Berthon, 1997; O'Neill, 2003; Parasuraman *et al.*, 1991, Pollack, 2009; Shekarchizadeh *et al.*, 2011). In the light of this, an exploratory factor analysis was conducted (Principal

Component followed by Varimax rotation) for T1 and T2. This was achieved by using a combination of the original SERVQUAL items and the Process Outcome items with the expectation of extracting six factors with respect to Gap scores at two points in time. Factor analysis revealed four components with Eigen values exceeding 1, for both T1 and T2 (Table 3). The variance explained was 60.65 % at T1 and 61.32 % at T2 (Table 3). In all cases, the variance explained was higher at time T2. The components with loadings < 0.4 are ignored as they do not contribute much in the interpretation of the factor structure (Hair, Black, Babin, Anderson & Tatham, 2006). During time T1, Component 1 was mainly comprised of an amalgamation of items from the Reliability and Responsiveness dimensions; Component 2 was mainly comprised of Empathy items and three items (with relatively lower loading) from the Assurance dimension; Component 3 was made up of the Process Outcome dimension with two items cross loading on Component 2; and Component 4 was comprised of the Tangibles dimension. During time T2, Component 1 was comprised of the Responsiveness, Assurance, and Empathy dimensions; Component 2 consisted of Process Outcomes and 1 item from the Empathy dimension with some items cross loading on component 1; Component 3 was comprised of the Reliability items and one item from the Assurance dimensions; whereas component 4 was comprised of the Tangibles dimension with one item cross loading on component 3. Although Reliability and Responsiveness came out as one component and Empathy and Assurance as a second component in T1, in time T2 the Responsiveness, Assurance, and Empathy dimensions merged into one component (similar to Parasuraman *et al.*, 1991) and Reliability emerged as a more distinctive component as well. Save for the components' (item) content, the factor structure remained the same for both measurements (pre and post graduation).

The Process Outcome and Tangibles dimensions were found to be consistently distinct. This means students' assessment of the quality of education services delivered by business schools was influenced by the intellectual development of students, the knowledge and skills obtained as well as the status of facilities/equipment. The management of business schools should therefore ensure availability and retention of the best faculty. The factor structure for the dimensions measuring functional aspects

did not discriminate well as was the case in the previous studies (Nel, Pitt & Berthon, 1997, Parasuraman, Zeithaml & Berry 1991).

Table 3: Factor Loading Matrices for Gaps (P-E) Time T1 and T2

P-E	T1				P-E	T2			
	1	2	3	4		1	2	3	4
Q6	0.7585				Q11	0.7307			
Q8	0.7093				Q10	0.7285			
Q12	0.6781				Q12	0.7189			
Q5	0.6655				Q14	0.6243			
Q7	0.6630				Q17	0.6216			
Q11	0.6471				Q20	0.6096			
Q10	0.5934				Q19	0.6011			
Q9	0.5449				Q22	0.5814			
Q13	0.4825				Q16	0.5626			
Q17	0.4598				Q21	0.5588	0.4122		
Q20		0.7574			Q13	0.5413			
Q18		0.7554			Q28		0.7769		
Q21		0.6468			Q26		0.7256		
Q22		0.6376			Q27		0.7037		
Q15		0.5679			Q25	0.4251	0.6500		
Q16	0.4231	0.5324			Q24	0.4520	0.5890		
Q14		0.4786			Q23		0.5511		
Q19		0.4409			Q18	0.4609	0.4615		
Q25			0.7818		Q8			0.7517	
Q23			0.7481		Q6			0.7221	
Q27			0.7455		Q5			0.7189	
Q26			0.6784		Q9			0.5872	
Q28		0.4824	0.5215		Q15			0.5036	
Q24		0.4247	0.5207		Q7			0.4811	
Q1				0.7710	Q3				0.7536
Q2				0.7408	Q2				0.7403
Q4				0.7192	Q1			0.5019	0.5919
Q3				0.5814	Q4				0.4880
KMO			0.9587		KMO			0.9435	
BTS	Approx. Chi square		5762.464		BTS	Approx. Chi square		3518.1	
	df		378			df		378	
	Sign.		0			Sign.		0	
	Variance explained		60.65%			Variance explained		61.32%	

Scale Validity: The conceptual and empirical criteria for establishing construct validity include: content/ face, convergent, divergent, and criterion validity.

Face validity: The scales involved in this instrument were adapted from validated instruments; hence the instrument had content validity (Babakus & Boller, 1991; Carman, 1990; Cronin & Taylor, 1992, p. 58). The six items constituting the Process Outcome were validated (Holdford & Reinders, 2001).

Convergent validity: The comparison of the response scores regarding the institutions' level of service (quality) performance with the aggregated mean gaps was made to establish the convergent validity of the instrument for both T1 and T2. During time T1, the comparison of institutions' mean scores on service quality (the independent variable with ratings 1=Very high, 2=High, 3=Medium, 4=Low, and 5=Very low) with the aggregated mean gaps (dependent variable), was made using a One-way ANOVA. Students who positively rated the overall level of service performance also had minimal aggregated gap scores. Similarly, students who scored high with negative aggregated gap scores also rated the level of service performance of the institution low (Parasuraman *et al.*, 1988). The overall mean gap ranged from -0.5883 to -2.50141. There was a statistically significant difference (at $p=0.05$) between the groups' ratings of service performance. The correspondence between the overall mean gap and the level of institution service performance provide evidence of convergent validity of the instrument.

Post-hoc comparisons using the Tukey HSD test indicated the aggregated mean score for the groups, which rated the level of service performance Very High and, conversely, Low were significantly different (at $p=0.05$). Similar results for Time 2 were obtained. The overall mean gap ranged from -0.1207 to -1.2673.

The correlation analysis of the gaps (P-E) for the items along the Process outcome dimension indicate inter-item correlation values that are greater than 0.30. The results for all other dimensions were similar. According to Hair *et al.* (2006, p. 137), inter-item correlations should exceed 0.30. Thus, the correspondence between the aggregated mean gap score and the level of service performance for both T1 & T2 and the statistically significant (medium to large) inter-item correlations indicate convergent validity for the extended SERVQUAL instrument.

Divergent/Discriminant validity: The administered instrument in this study contained an item, which asked respondents if they would recommend the institution to others. This variable is associated with service quality since no one would recommend to a friend an

institution with undesirable service quality performance. Students who scored high on this item rated the perceived service quality of their institution high, as indicated by the One-way ANOVA results.

Aggregated gap scores ranging from -0.5383 to -2.8894 (dependent variable) and the perceptions of respondents, ranging from 1 - 7 (absolutely not essential to absolutely essential), (independent variable) with regard to recommending an institution to others, indicate that groups who scored below the median score of 4 on the independent variable also had a large negative gap score. Conversely, groups, which scored above 4 had a small negative gap score (<-1.71 an average of -0.5383 to -2.6694). There was a statistically significant difference (at $p=0.05$) between students' perception with regard to the seven-point scale of recommending institutions to others. A group of students who felt it essential to recommend the institution to others (scores 6 to 7) also indicated a mean overall gap with a small negative value.

Post-hoc comparisons using the Tukey HSD test indicated that group 7 (absolutely essential to recommend the institution) was significantly different (at $p=0.05$) from other groups on the mean score of the item. During T2, the overall aggregated mean gap scores ranged from -0.3851 to -0.2286. A statistically significant difference (at $p=0.05$) was, again, found between students' perceptions on recommending institutions to others. Post-hoc comparisons using the Tukey HSD test indicated a significant difference (at $p=0.05$) between the mean overall gap score of Group 7 and Group 4. These results are similar to those obtained in T1, to some extent. Gap scores from T1 and T2 indicate a low to medium degree of correlation between dimensions (except the item-“The Institution’s physical facilities are visually appealing” which indicated medium to high degrees of correlation between dimension items. Low to medium correlation among factors- a pair wise correlation of 0.21 to 0.35 between factors, caused by an overlap among dimensions- responsiveness, assurance, and empathy, has been reported (Parasuraman *et al.*, 1988; 1991).

On the other hand, comparisons of the variance extracted estimates for each factor with the squared inter-construct correlations associated with each factor was made.

Component 1(Variance extracted=0.566), Component 2(Variance extracted=0.606), Component 3 (Variance extracted=0.6257), and Component 4(Variance extracted=0.608) indicate weak discriminant validity.

Criterion validity: Multiple regression analysis coefficients of the dimensions are indicative of the relative importance/ weight of each dimension's contribution to the level of service quality (dependent variable) (Parasuraman *et al.*, 1988; 1991). The four factors extracted from Factor analysis were used to predict the level of service performance.

During time T1 only the coefficient for Process Outcome was significant (at $p=0.05$) whereas in time T2 none of the coefficients for all four dimensions were significantly different from zero. Thus, the contribution of the Process Outcome explains most of the level of service quality performance at T1 but not at T2. The contribution of other dimensions was not statistically significant for T1 or T2. The variance explained by the model was 10.46% during T1 and 2.25% during T2 (at $p=0.05$) (Table 3). From the regression model, the Process Outcome had the largest coefficient (T1), in absolute terms. This means that the Process Outcome dimension had a greater influence on one's assessment of service quality. Component 1 a combination of Reliability and Responsiveness dimensions was ranked second. This is in contrast with Reliability's dimension top rank revealed from the studies of Parasuraman *et al.* (1988, 1991).

However, the findings that the Tangibles were given the lowest ranking are different from Parasuraman *et al.* (1988, 1991) for items in the original SERVQUAL as Component 3 was ranked third. Though not statistically significant at time T2, Component 2-Process Outcome had the second largest coefficient. The variance explained by the four dimensions in this study (T1 & T2) was on the low side when compared to values reported in the previous studies in other private service sectors (ranging from 0.08 to 0.71) [Parasuraman *et al.* (1988); Parasuraman *et al.* (1991)]. This means the data do not fit the model well although R-square of 0.8 was reported. Specific to education services, Pariseau and McDaniel (1996) found 21.0% of the variance was explained in private business schools while Nel, Pitt & Berthon, 1997 report r square of

0.5 in a study using MBA students in South Africa business school using five dimensions compared to the four in this study (original vs. extended model). In this study, the sequence of dimensions, based on the magnitude of their coefficients, differs from that found by Parasuraman *et al.* using the original SERVQUAL model in 1991, for example.

This finding supports the contention that the influence of certain aspects of service quality is not the same across all service types (Pollack, 2009). Moreover, the influence of these dimensions also depends on when the assessment is given in the service delivery process (O'Neill & Palmer, 2001; O'Neill, 2003). The low predictive ability of the extended SERVQUAL for the public business schools in Tanzania may indicate that the domains of the service quality of private business schools in a mature economy may not be the only determinants of service quality in the emerging economies, in general, and in Tanzania, in particular. Extraneous variables, (other than the four extracted components) that determine service quality in public business schools, may exist (Nel *et al.*, 1997). For instance, the failure to keep promises (Reliability) or tardiness (Responsiveness) in the execution of duties carried out by institutions' employees is more common in Tanzanian (public) business schools. In this context, students could be accustomed to this and accept this as 'normal'.

This attitude could be reflected in their responses in school or at places of work. Mature and emerging economies have different cultural orientations and macro environments (Malhotra *et al.*, 2005, Sheth, 2011). Furthermore, the decision making process of public business schools do not necessarily rest solely on management's jurisdiction. Socio-political factors can play a big role in Tanzania, as business schools have to abide by the government policies and priorities at any given point in time. Elections may impact on who is assigned to the Ministry of Education and how financial resources are allocated, for example (Ministry of Education and Vocational Training, Higher Learning Institutions' Communication, April 8, 2010). The extended SERVQUAL may therefore not be culturally fitted to predict education services quality in a country like Tanzania.

FINDINGS AND DISCUSSION

The aggregated gap mean scores ($\Sigma P-E/N$) and standard deviations for each dimension are presented in Table 4. The aggregated mean gap scores at time T2 were lower than those for time T1 for all dimensions. This means in both periods of time, there was students' Perceptions-Expectations mismatch/discrepancy of the service delivered by business schools.

The ranking of service dimensions by seniors (T1 pre graduation) and recent graduates (T2 post graduation) are presented in Table 4. The relative importance attached to the dimensions remained the same for T1 and T2. However, the magnitude was slightly higher at T2; for example, the degree of importance was 8.4531 (T1) and 8.6808 (T2) with regard to Tangibles. A One-way repeated measure ANOVA indicates a non-significant difference between the aggregated means for the importance of the six dimensions at T1 and T2.

Table 4: Students' Aggregated Gaps Scores and Importance Attached to Service Quality Dimensions- Time T1 and Time T2

Dimension	Time T1			Time T2		
	Mean	Standard Deviation	Rank	Mean	Standard Deviation	Rank
Tangibles	-0.9687	1.8397	6	-0.6028	1.5377	5
Reliability	-1.404	2.1694	1	-0.958	1.8874	1
Responsiveness	-1.3218	2.0076	3	-0.8976	1.9064	2
Assurance	-1.2698	1.8191	4	-0.7225	1.5244	4
Empathy	-1.3465	1.9224	2	-0.8754	1.6934	3
Process outcome	-0.9876	1.5786	5	-0.53	1.3284	6
Overall gap	-1.198	1.5848		-0.8564	1.4182	

Degree of Importance attached to Service Quality Dimensions						
Dimension	Time T1			Time T2		
	Mean	Std Deviation	Rank	Mean	Std Deviation	Rank
Tangibles	8.4531	1.935	2	8.6808	1.6867	2
Reliability	8.0482	2.5205	6	8.3189	1.9373	6
Responsiveness	8.4291	2.1778	3	8.5767	1.8755	3
Assurance	8.4045	1.9038	4	8.522	1.788	4
Empathy	8.1411	1.9525	5	8.3294	1.8623	5
Process Outcome	8.9009	1.6039	1	8.9384	1.5573	1

CONCLUSION AND RECOMMENDATIONS

Conclusion: This study has examined and validated the extended SERVQUAL instrument for measuring business schools' service quality in Tanzania, an emerging economy. The instrument was used in a longitudinal study.

Validity of the instrument: The longitudinal test of the instrument indicates that the internal consistency of the instrument is excellent (Alpha >0.95) (George & Mallery, 2006). Factor analysis indicated stability of the 4-factor structure for Gaps over time, irrespective of the content. The convergent and divergent validities were good when compared to those reported in a mature economy. Regarding criterion validity, multiple regressions indicate that the overall level of service performance of the business schools can largely be predicted by the Process outcome dimension. However, the predictive ability of the six dimensions (merged into four) was on the low side.

Cultural and macro-environment orientations of mature and emerging economies may put emphasis on different dimensions/scales. The minor deviations observed (and statistical non-significance of coefficients) do not negate the usefulness of the extended SERVQUAL instrument to managers in educational institutions. Its practical use in public business schools can be meaningful for monitoring, evaluating, and improvement undertakings of service quality.

Students attach more importance to the Process Outcome, followed by Tangibles in both periods of time that is the intellectual development of students, the knowledge and skills obtained as well as the status of facilities/equipment of business schools (Table 4).

Managerial Implications and Recommendations: The conceptualization of service quality as the discrepancy between students' expectations and the actual performance of business schools can be useful to managers of educational institutions, whether in emerging or mature economies. The extended SERVQUAL model can be used to identify the factors on which Tanzania business schools' students base their quality assessments with regard to services received. Obviously, future longitudinal and cross-cultural studies can shed more light on service delivery processes and factors, which influence student (customer) perceptions. Knowledge of these factors which affect the

perceptions of all involved will enable managers to periodically assess, sustain and improve quality throughout the whole service delivery process for students and school employees alike. Student satisfaction with the school and employee satisfaction with their educational employer can be maximized. Adding the dimension of perceptions empowers the respondents, whether students or employees, and affirms the significance of their contributing to the quality control of their institution. Priorities can also be set to allocate resources properly to make effective investment decisions in service quality improvement (Zeithaml *et al.*, 2006). This has marketing implications due to an increased awareness of the importance of education and high academic standards and proper allocation of public money to education in light of increased competition worldwide. Students will increasingly evaluate schools in terms of the quality of the education they will receive before they decide to invest their time, energy and money. Likewise, high academic standards are aspects, which can be marketed by schools to attract best students. The extended SERVQUAL model will enable managers to analyze students, employees and departmental differences to fine-tune adjustments in service delivery to meet or surpass expectations in order to maximize student and employee satisfaction, a positive institutional image and word-of-mouth publicity (Smith, *et al.*, 2007).

Public Policy Implications: Currently, business schools in Tanzania are not ranked. This may make schools become relaxed in their education services delivery. Furthermore, there is lack of criteria to use for allocating financial resources. Regulatory bodies can make use of the instrument used in this study, focusing on students' experience during and after the service encounter, to compare the performance of all business schools in Tanzania as a supplement to traditional measures. The results would make ranking of schools possible and provide valuable information to policy makers.

Currently in Tanzania, different academic institutions may fall under the auspices of different ministries making the allocation of public funds even more complex. Allocation of funds for capital development and discretionary monies based on the validated instrument in this study would then be done more objectively since there would be a clear criterion of funds allocation to academic institutions. Rankings and established criteria would enable relevant ministries to allocate public funds more

appropriately and efficiently, based on actual need and promote improvement in facilities and academics, across the board. Getting valuable and timely feedback from students of business schools may provide avenue for improvement also prevent the need for costly student strikes. In the past, student strikes required government intervention to alleviate the situation.

LIMITATIONS AND FUTURE RESEARCH

Limitations: Students from two conveniently located (public) business schools in Tanzania were selected for this research. The administration of the instrument to students for the second time was in a six-month period. This period may not be long enough to track students' education services quality assessment after graduation. The results on service quality determinants obtained from this study from Tanzanian public business schools may, therefore, not be conclusive. Rather they open future research avenues in similar settings.

Future Research Avenues: The SERVQUAL instrument can be administered to a large number of business schools in a similar setting. This will help confirm/disconfirm the determinants of service quality for public versus private business schools in Tanzania. Given the dynamic nature of students and graduates expectations and perceptions, it would be desirable to extend the scope of this longitudinal study beyond the 6-month period used in this study. More can be learned about how perceptions are affected by the passage of time, which also has implications on the managers as marketers. The study can be extended to other emerging markets. Other service sectors' quality performance can also be assessed using a context specific extended SERVQUAL model.

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