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Enhancing Customer Satisfaction through Effective Service Delivery Systems: A Case Study of Motors Pvt Ltd

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Abstract

The study discusses the importance of a service delivery system in meeting customer needs and ensuring satisfaction. It highlights the significance of soliciting customer feedback to identify areas for improvement and the need for regular inspections to maintain the safety and efficiency of vehicles used in service delivery. The input also mentions the changing landscape of urban transportation and service delivery, including the rise of autonomous vehicles and ride-sharing services. It guides the frequency and timing of vehicle checks, suggesting a combination of time-based and mileage-based checks to develop a more adaptable maintenance strategy. Overall, the input emphasizes the importance of a well-functioning service delivery system and regular vehicle inspections to ensure customer satisfaction and safety.

Keywords: Service delivery, transportation, mileage, Customer satisfaction

INTRODUCTION

A service delivery system comprises a network of interconnected functions that provide a service to a customer or client. It encompasses inputs, processes, outputs, and outcomes, and plays a crucial role in measuring customer satisfaction. Whether serving internal or external customers, an organization's service delivery system includes all the resources, processes, and activities necessary to meet customer needs. This encompasses a variety of tools, technologies, and personnel dedicated to service provision. Also known as the service system or deployment process, it is an organized set of processes that work in concert to fulfill customer or client requests. Each component is instrumental in achieving overall customer satisfaction, and the efficacy of a service delivery system can greatly influence this satisfaction.

An effective service delivery system meets customer expectations, leading to higher satisfaction and loyalty. When customers perceive the service as good, they are more inclined to remain with your business. Moreover, satisfying customer expectations helps in retaining current customers and attracting new ones. But how can you tell if your service delivery system is performing well? Measuring customer satisfaction is a reliable method. This can be achieved by soliciting customer feedback on what they appreciate and what could be improved about your products or services. Such feedback is invaluable for identifying flaws in your service delivery and implementing enhancements that enrich the customer experience. Meanwhile, significant changes are unfolding in urban transportation and service delivery, including shifts in car ownership patterns, the rise of ride-sharing services, investments in autonomous vehicles, the application of remote sensors in mobile technology, and evolving methods of package and service delivery.

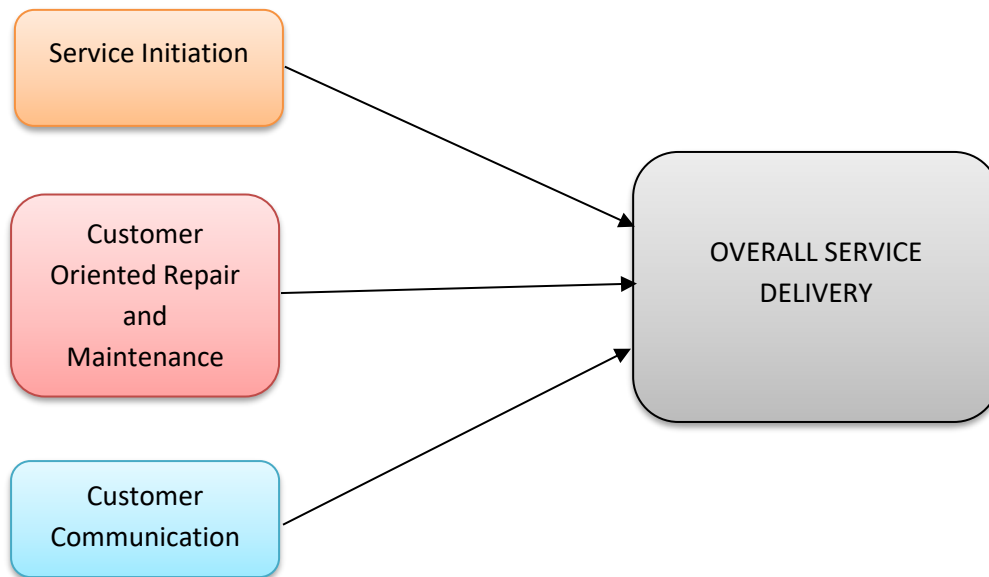
New tools are being introduced to facilitate the transportation of people, the delivery of products, and the addressing of various urban challenges. Regular inspections are crucial for identifying potential issues and reducing the risks associated with poorly maintained vehicles, which can endanger both drivers and the general public. For operators of heavy goods vehicles (HGVs) and public service vehicles (PSVs), performing these checks is not only essential for safety but also a legal obligation. Operators are required to establish a maintenance plan that complies with the Traffic Commissioner's standards to obtain an O-license. This plan must include a mandatory walk-around inspection by drivers before operating an HGV or PSV.

Firstly, before using a vehicle, drivers are responsible for ensuring its safety through a basic walk-around check. This doesn't require a detailed investigation, but rather a simple visual inspection to spot any glaring issues. Guidance on the specific vehicle checks to perform and advice from the government can be found [here](#).

Typically, these checks occur at the start of a workday, with allocated time for drivers to conduct and document the inspection. The advent of real-time management tools enables the recording of vehicle check results via handheld devices, making the information immediately accessible.

The Driver and Vehicle Standards Agency (DVSA) offers guidance on suitable check frequencies for various scenarios. An alternative to time-based checks is to schedule them according to mileage intervals, which should reflect the specific types of vehicles and their usage. Implementing this method requires a reliable system to track and monitor mileage accurately for the entire fleet. By integrating both scheduled and mileage-based checks, businesses can develop a more adaptable maintenance strategy.

CONCEPTUAL FRAMEWORK



The Service delivery is a business framework that supplies services from a provider to a client. It also includes the constant interaction between the two parties during the duration of the time in which the provider supplies the service and the customer purchased it. This framework depicts that the service initiation taken by the company, the satisfaction level of customer oriented repair and maintenance of the service provided, how effective the supplier communicates with the customer are found and its overall service delivery mechanism is analyzed.

REVIEW OF LITERATURE

Veronika Petkovšek, Nevenka Hrovatin & Primož Pevcin (2021) *Local Public Services Delivery Mechanisms: A Literature Review* Paper depicts that the results of the studies are country studies and, especially in recent years, empirical studies. The choice of local public services delivery mechanisms is influenced by the size of local government, the efficiency of service provision, the available resources and the institutional framework. Politics and market competition also play a role in the decision-making process. Following the recent financial and economic crisis,

inter-municipal cooperation is increasingly being researched as an efficient form of service provision.

Rajiv Kumar ,Amit Sachan, Ritu Kumar (2020) *Impact of Service Delivery System Process and Moderating Effect of Perceived Value in Internet Banking Adoption* describes about the study also reveals that perceived value moderates the relationship between IBSDS process and customer satisfaction, and between customer satisfaction, and behavioral intention. It also adds to the existing knowledge on the adoption of Internet banking literature. Academicians and information systems researchers may use these findings for further research. Financial service providers or related agencies may consider the attributes of the IBSDS process (e.g., navigation, searching, transacting, etc.) while designing their Internet banking services to provide enhanced customer experiences. The paper also highlights the research limitations and scope for future research.

F. Ponsignon¹ Dr P. A. Smart Prof. R. S. Maull (2017) *Service Delivery Systems: The Transformational Context* article potentially provides archetypical forms of service delivery systems which are more closely aligned to organizational practice. These archetypes may be used for the logical derivation of future hypothetical propositions and subsequent confirmation through empirical investigation and thus provides a platform for future research. We suggest that this approach facilitates the pursuit of theory which informs organizational practice in a changing and expanding service context.

George Lodorfos, Ioannis (Giannis) Kostopoulos, Kostas Kaminakis (2015) *The Impact of Service Delivery System Effectiveness on Service Quality* states that this study, the influence of four specific indicators of the SDS' effectiveness (namely front line employees' role performance, their adaptability to individual customer needs, the effectiveness of their coordination and the effectiveness of the service process' control) on perceived service quality is tested. In doing so, a hierarchical approach has been taken integrating both managers' and customers' views.

Faye S Taxman (2014) *Building effective service delivery mechanisms for justice-involved individuals: an under-researched area* said that Current research also makes the case for a focused discussion about processes, policies, and procedures that need further exploration. To better understand how to improve health and justice outcomes, research is needed in program fidelity, services, geographical and activity spaces, and other arenas that affect individual, program, and system level outcomes.

J. Joseph Cronin, Jr. & Steven A. Taylor (2013) *Measuring Service Quality: A Reexamination and Extension* this literature review suggests that the current operationalization of service quality confounds satisfaction and attitude. Hence, the authors test (1) an alternative method of operationalizing perceived service quality and (2) the significance of the relationships between service quality, consumer satisfaction, and purchase intentions. The results suggest that (1) a performance-based measure of service quality may be an improved means of measuring the service quality construct, (2) service quality is an antecedent of consumer satisfaction, (3) consumer

satisfaction has a significant effect on purchase intentions, and (4) service quality has less effect on purchase intentions than does consumer satisfaction. Implications for managers and future research are discussed.

Markus Grotha, Barbara A. Gutek, Bambi Doumab (2001) *Effects of service mechanisms and modes on customers' attributions about service delivery* Results indicate that customers with relationships perceive the quality of service they receive higher than those customers with pseudo relationships or encounters. In general, customers make attributions for service quality to the service provider rather than to external factors or themselves. In addition, customers who receive service face-to-face are less likely to give blame or credit to the company than those who receive service over the telephone or Internet. Interactions between perceived service quality and mechanism for different attributions are observed, indicating that the type of service delivery has a greater influence on customers' attributions when service quality is low.

Parasuraman, A., Valarie Zeithaml, and Leonard Berry (1985), *A Conceptual Model of Service Quality and Its Implications for Future Research* gave description of service quality as "... similar in many ways to an attitude" (p. 15). Researchers have attempted to differentiate service quality from consumer satisfaction, even while using the disconfirmation format to measure perceptions of service quality.

Oliver, Richard L. (1980), *A Cognitive Model of the Antecedents and Consequences of Satisfaction* *Decisions suggests* that attitude (ATT) is initially a function of expectations (EXP) [$ATT_{1t} = f(EXP)$] and subsequently a function of the prior attitude toward and the present level of satisfaction (SAT) with a product or service [$ATT_{2t} = f(ATT_{1t}, SAT_{2t})$]. Purchase intentions (PI) then are considered initially to be a function of an individual's attitude toward a product or service [$PI_{1t} = f(ATT_{1t})$], but subject to modification due to the mediating effect on prior attitude of the satisfaction inherent in subsequent usages [$PI_{2t} = f(ATT_{2t}) = f(ATT_{1t}, SAT_{2t})$]. Thus, Oliver suggests that consumers form an attitude about a service provider based on their prior expectations about the performance of the firm, and this attitude affects their intentions to purchase from that organization. This attitude then is modified by the level of (dis)satisfaction experienced by the consumer during subsequent encounters with the firm. The revised attitude becomes the relevant input for determining a consumer's current purchase intentions.

Churchill, Gilbert A., Jr. (1979) *A Paradigm for Developing Better Measures of Marketing Constructs* said that the efficacy of using only performance perceptions to measure service quality. They conducted two experiments to examine the effects of expectations, performance, and disconfirmation on satisfaction. The results of one experiment suggested that performance alone determines the satisfaction of subjects.

RESEARCH GAP

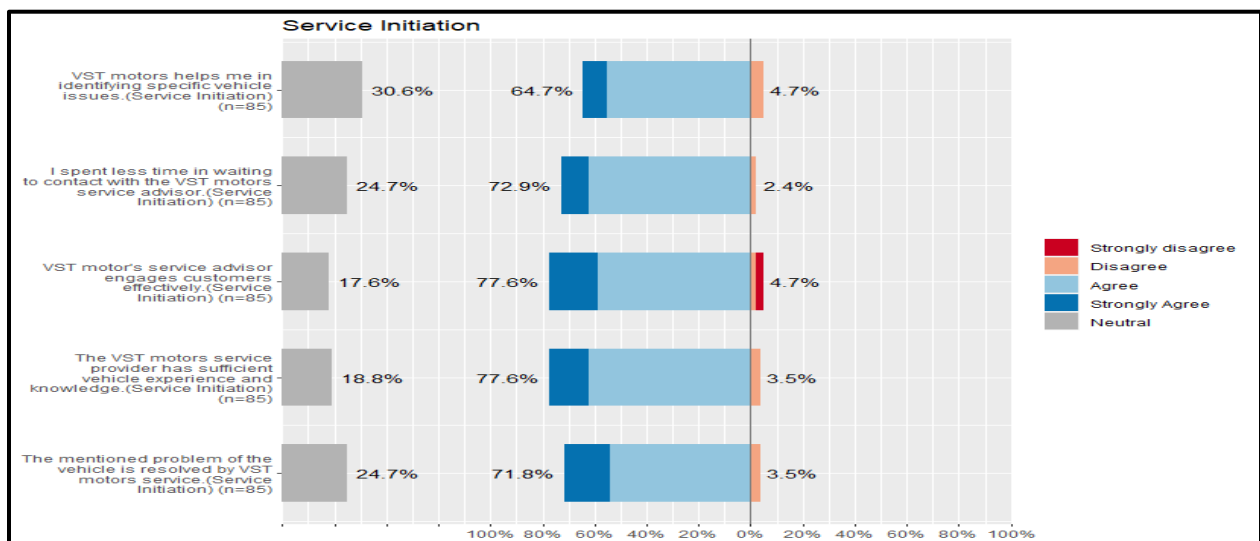
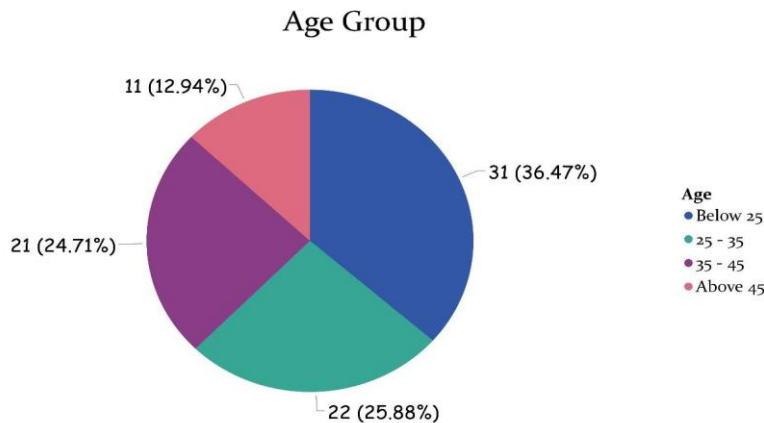
Numerous studies worldwide have analyzed service delivery mechanisms in various sectors and domains. However, research specifically addressing commercial vehicles in India remains relatively scarce. Most researchers have based their studies on literature reviews, collective opinions, and customer surveys, often without employing detailed statistical tools and techniques for analysis.

Objective of the Study

To know the service delivery mechanism of motors based on the factors like service Initiation, Customer oriented Repair and maintenance, customer communication and overall service delivery.

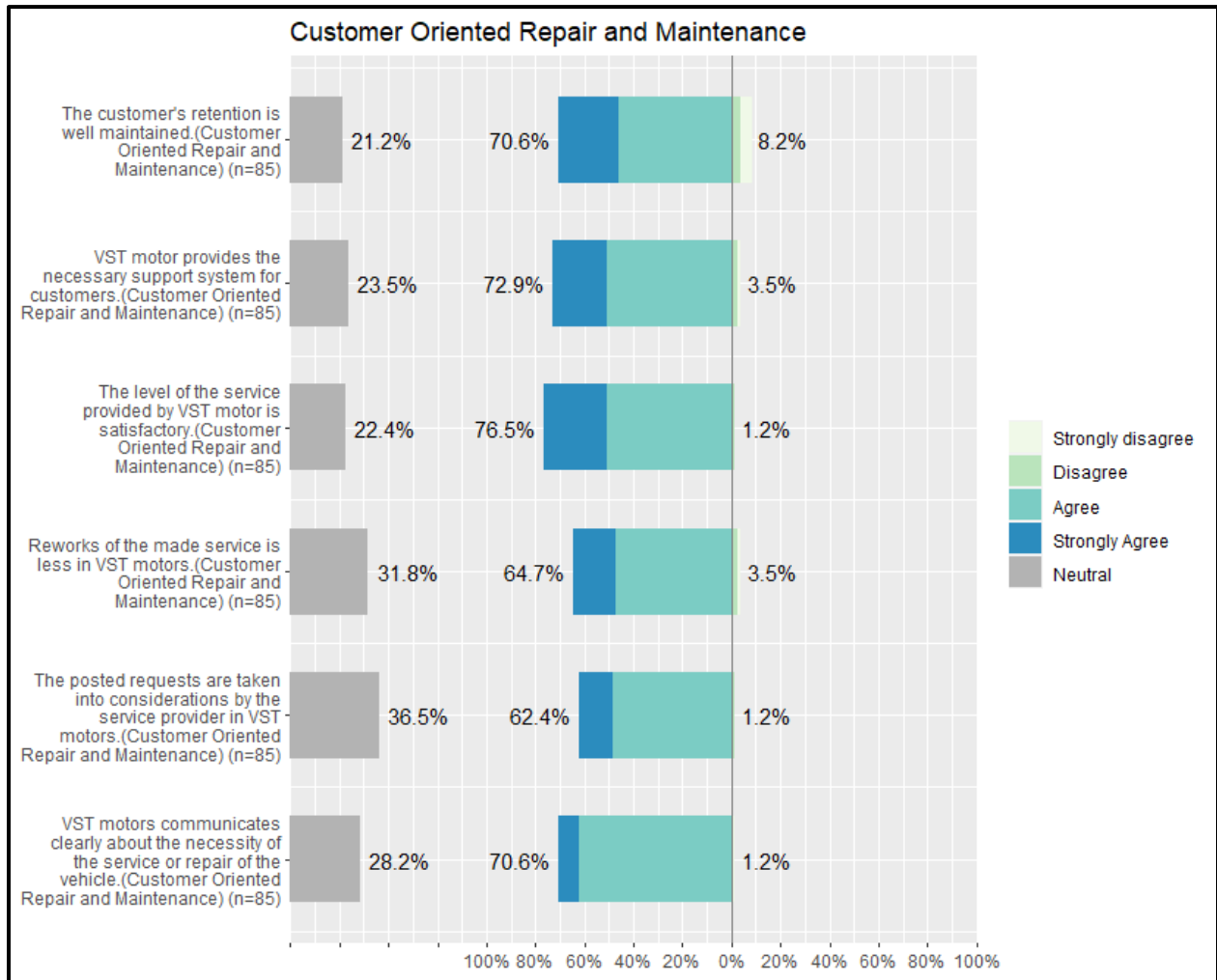
ANALYSIS OF SERVICE DELIVERY MECHANISM

Analysis of Demographic profile



Service Initiation

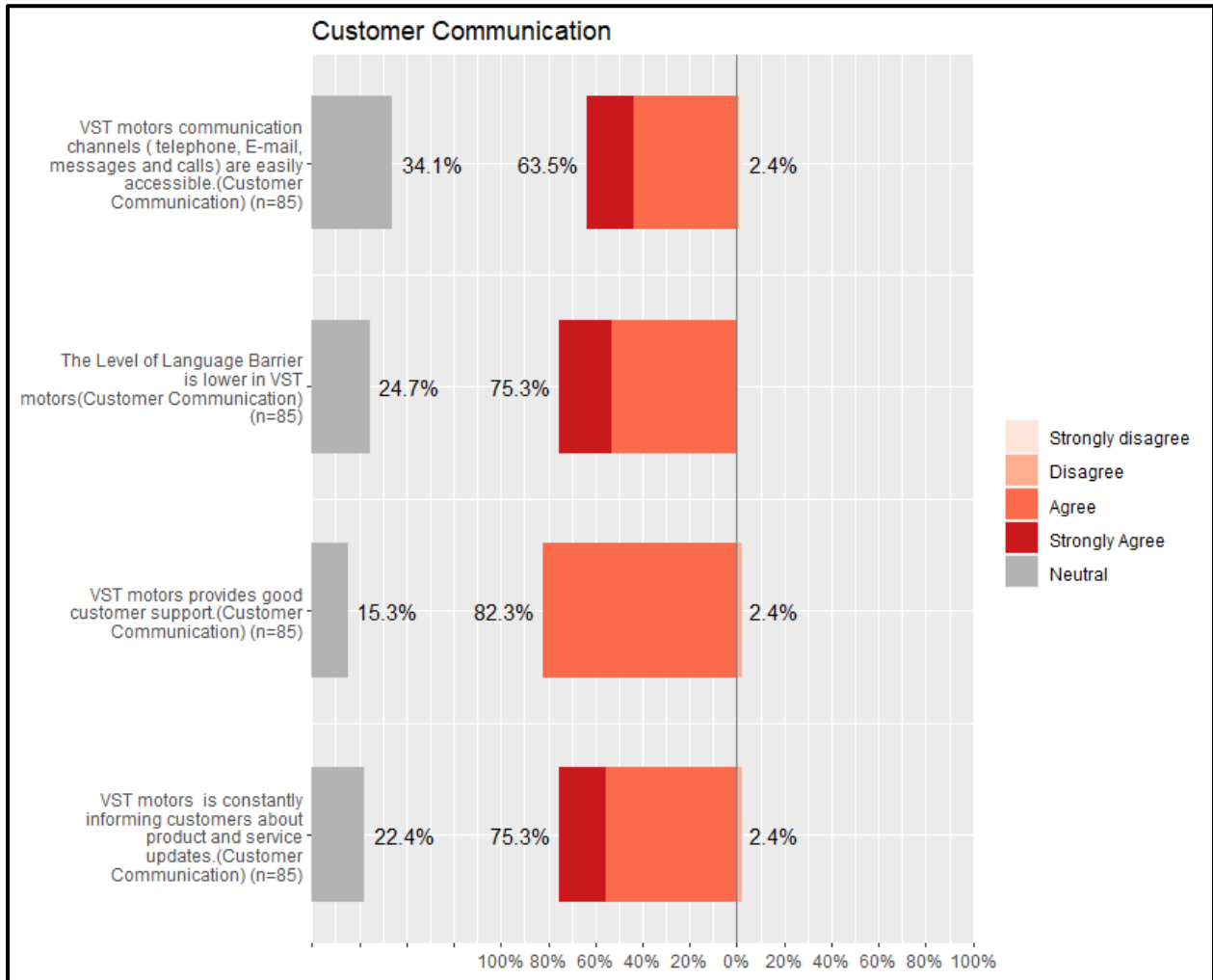
On Analysis, it is clear that Service Initiation in : VST motors helps me in identifying specific vehicle issues 64.7% agreed, 30.6% of the people stands Neutral and 4.7% of the people disagreed. I spent less time in waiting to contact with the VST motors service advisor 72.9% agreed, 24.7% of the people stands Neutral and 2.4% and 2.4% of the people disagreed.VST motor’s service advisor engages customers effectively 77.6% agreed,17.6% of the people stands Neutral and 4.7% of the people disagreed. The VST motors service provider has sufficient vehicle experience and knowledge 77.6% agreed, 18.8% of the people stands Neutral and 3.5% of the people disagreed, The mentioned problem of the vehicle is resolved by VST motors service 71.8% agreed,24.7% of the people stands Neutral and 3.5% of the people disagreed.



Customer oriented repair and maintenance

The Customer oriented repair and maintenance in : The customer’s retention is well maintained with 70.6% agreed, 21.2% of the people is Neutral and 8.2% of the people disagreed.VST motor provides the necessary support system for customers is 72.9% agreed and 23.5% of the people

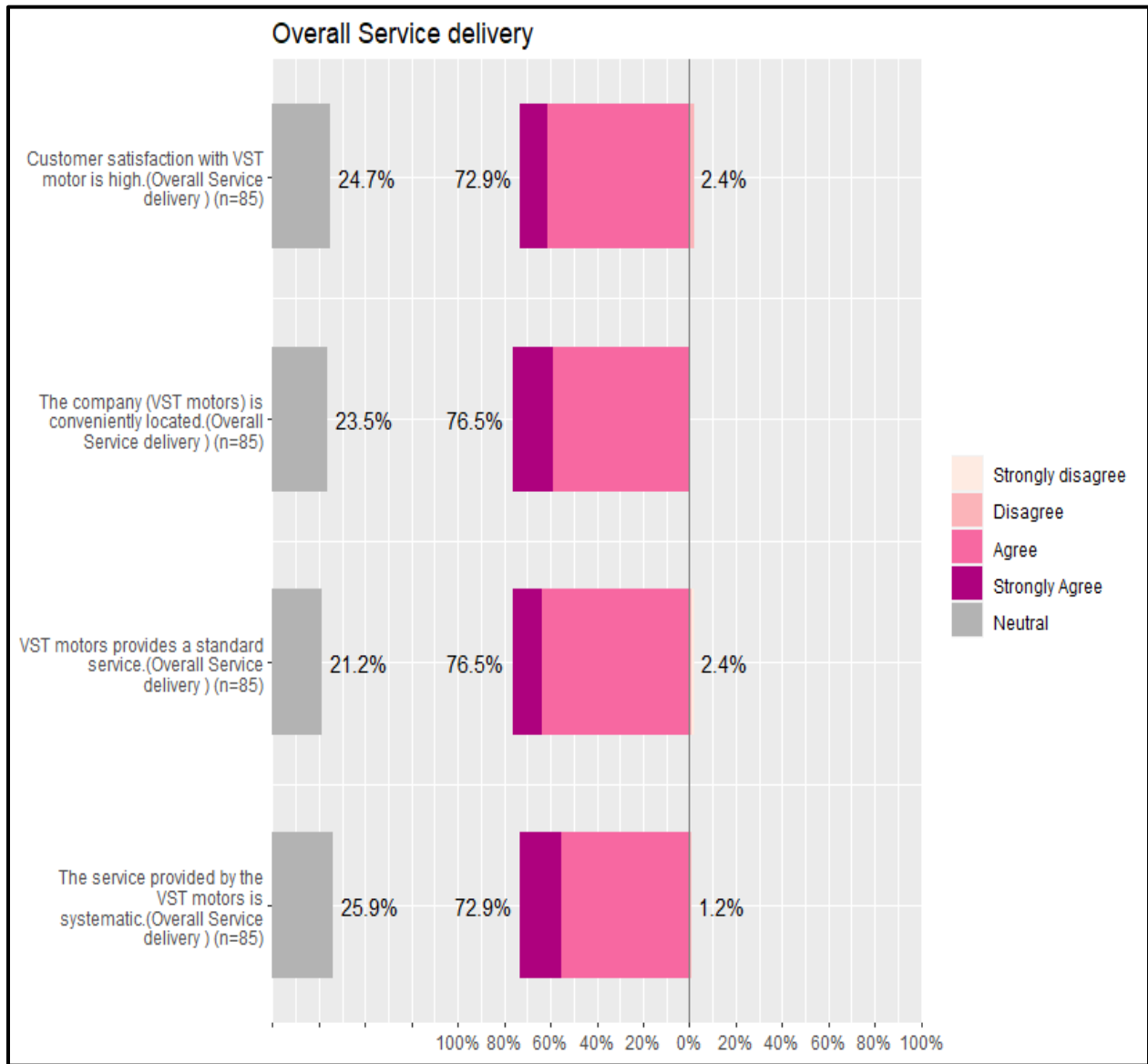
Neutral and 3.5% of the people disagreed. The level of the service provided by VST motors is satisfactory is 76.5% agreed,22.4% of the people is Neutral and 1.2% of the people disagreed. Reworks of the made service is less in VST motors with 64.7% agreed,31.8% of the people is Neutral and 3.5% of the people disagreed. The posted requests are taken into considerations by the motors is 62.4%, 36.5% of the people neutral and 1.2% of the people disagreed.VST motors communicate clearly about the necessity of the repair of the vehicle is 70.6% agreed, 28.2% of the people is Neutral and 1.2% of the people is disagreed.



Customer Communication

The customer communication in : VST motors communication channels (telephone, E-mail, messages and calls) are easily accessible.(Customer Communication) is 63.5% agreed, 34.1% of the people is Neutral and 2.4% of the people is disagreed. The level of language barrier is lower in VST motors is with 75.3% agreed,24.7% of the people is Neutral.VST motors provide good customer support is with 82.3% people agreed,15.3% of the people is neutral and 2.4% of the

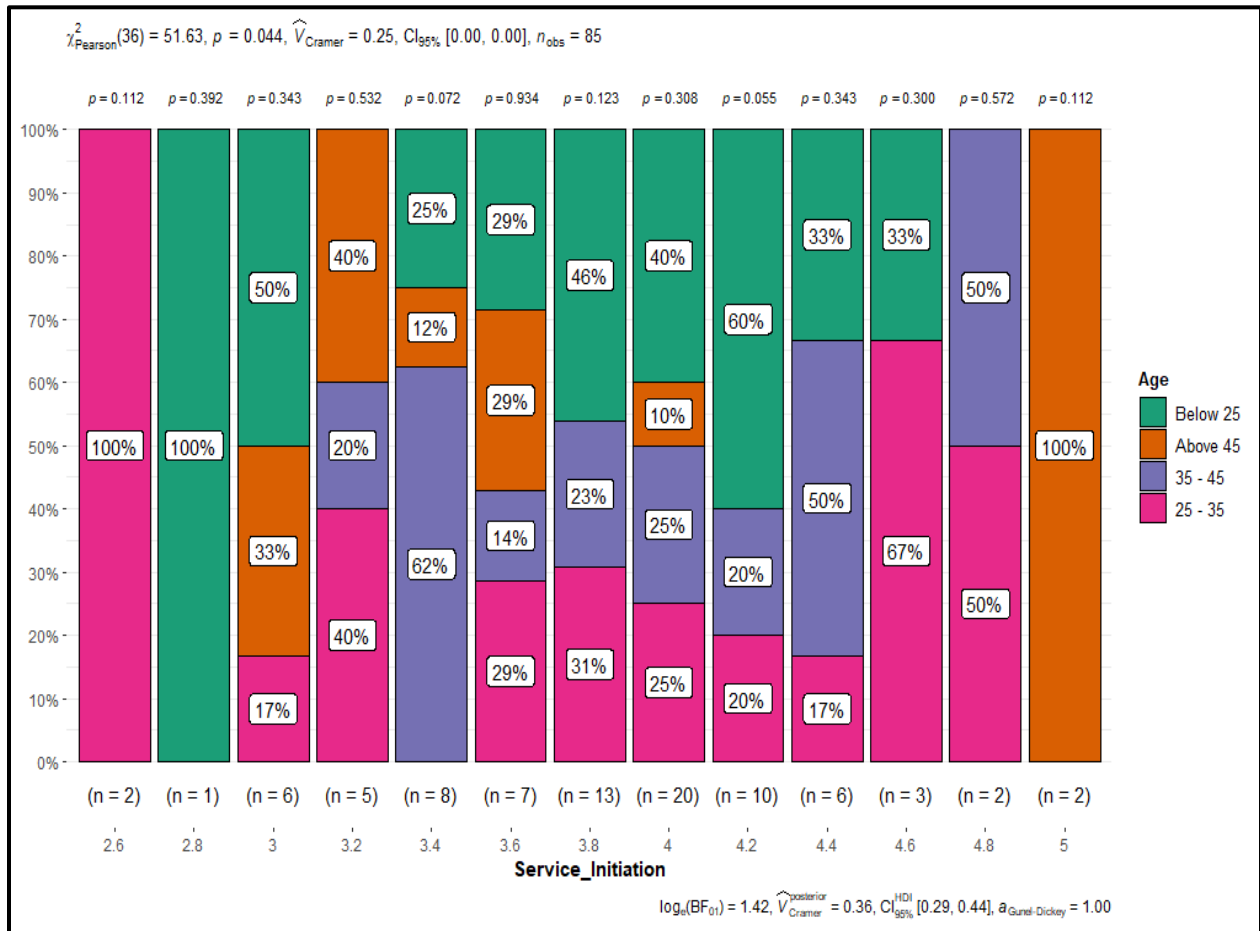
people disagreed. VST motors is constantly informing customers about product and service updates is with 75.3% agreed, 22.4% of the people is in Neutral and 2.4% of the people disagreed.



Overall Service Delivery

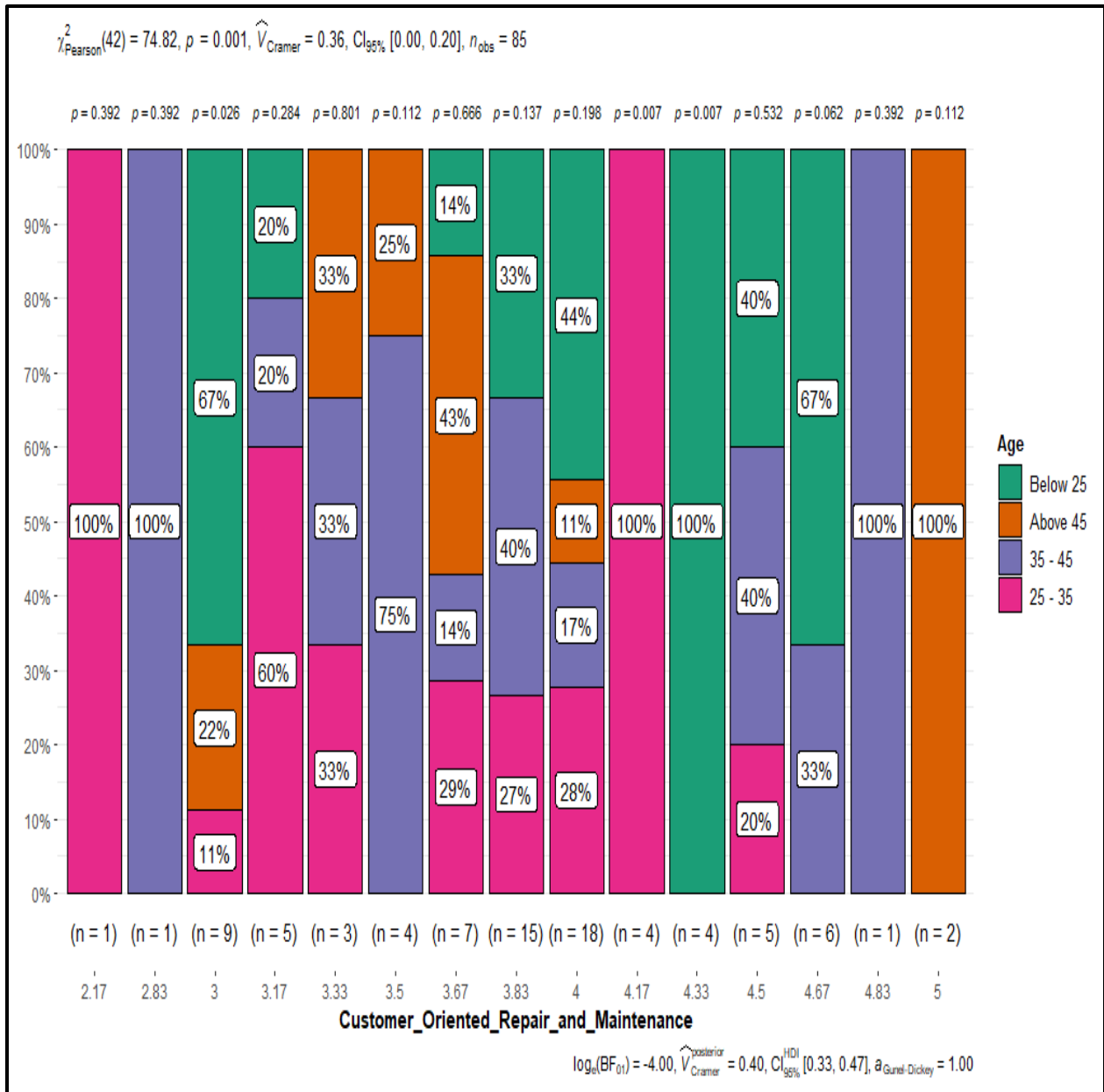
The overall service delivery in : Customer satisfaction with VST motors is high with 72.9% agreed, 24.7% of the people Neutral, 2.4% of the people disagreed. The company (VST Motors) is conveniently located is 76.5% agreed , 23.5% of the people is Neutral.VST motors provide a standard service is 76.5% agreed,21.2% of the people is Neutral and 2.4% of the people is disagreed. The service provided by the VST motors is systematic is 72.9% agreed, 25.9% of the people is Neutral and 1.2% of the people is disagreed.

Analysis of Factors using Testing of hypothesis



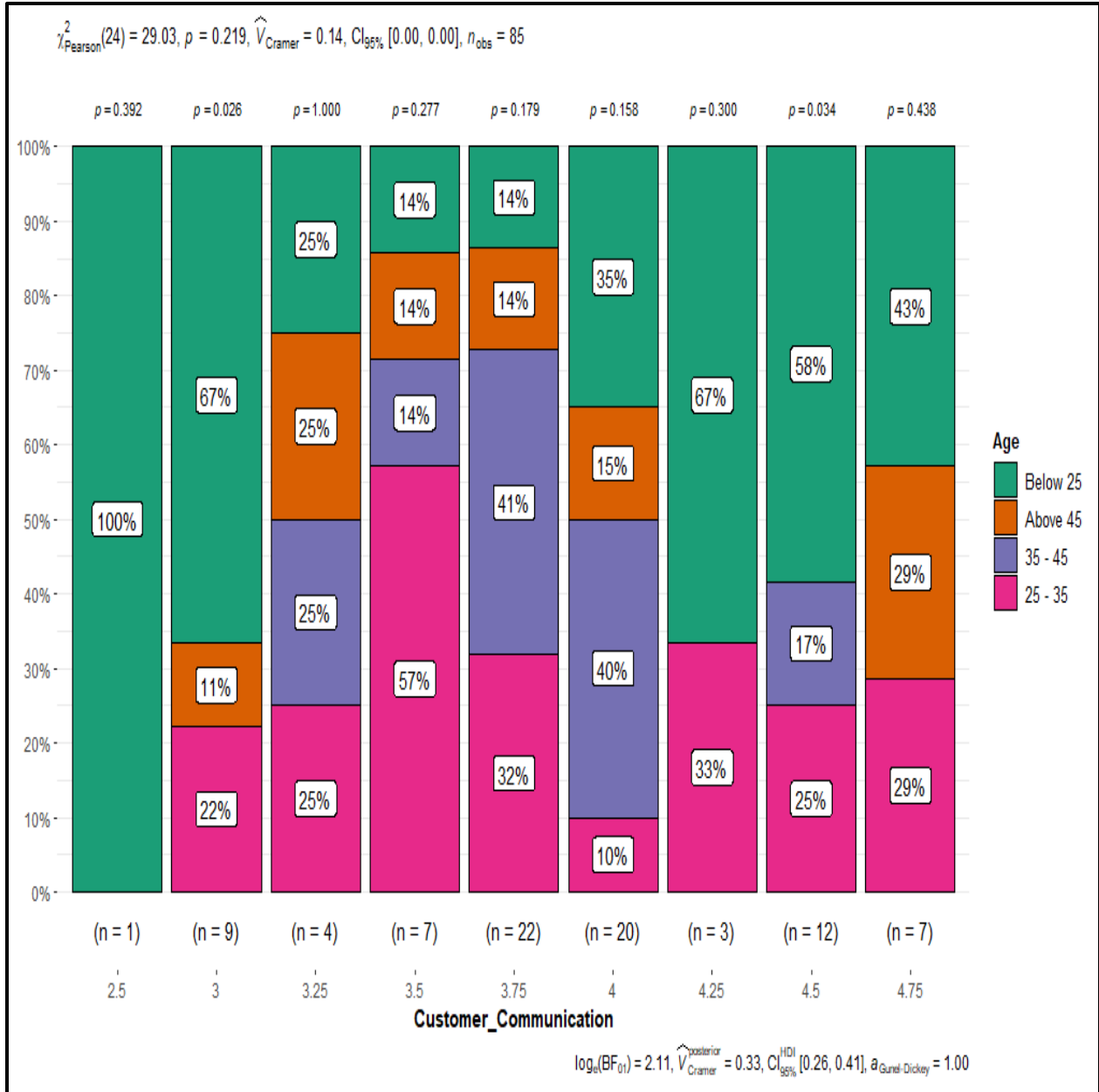
Service Initiation based on Age

It is found from the hypothesis that age is influencing the service initiation as the value of p is less than 0.05 which is 0.04 using Cramer’s V test and Pearson’s testing of hypothesis.



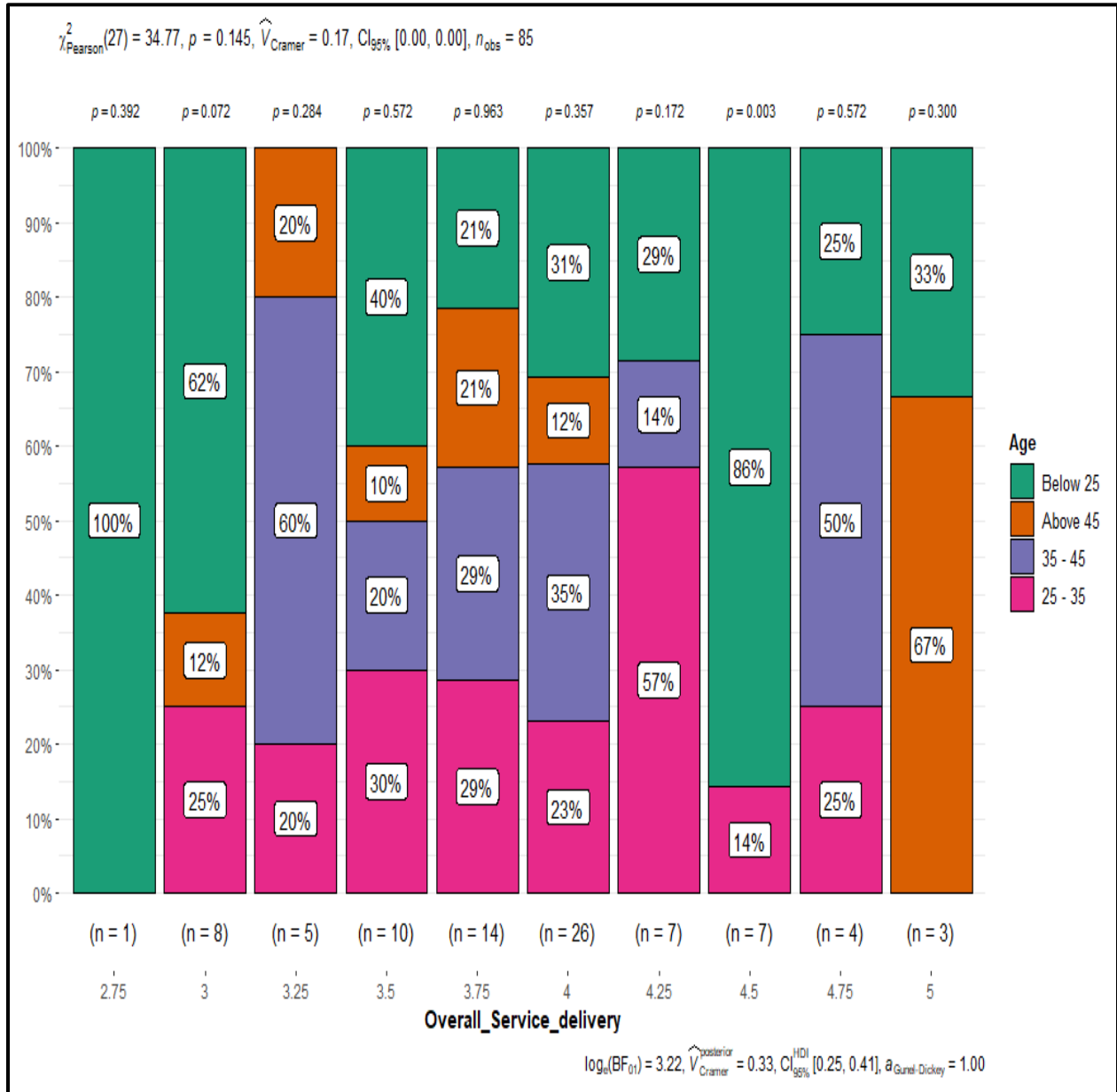
Customer oriented repair and maintenance based on Age

It is found from the hypothesis that age is influencing the customer oriented repair and maintenance as the value of p is less than 0.05 which is 0.001 using Cramer’s V test and Pearson’s testing of hypothesis.



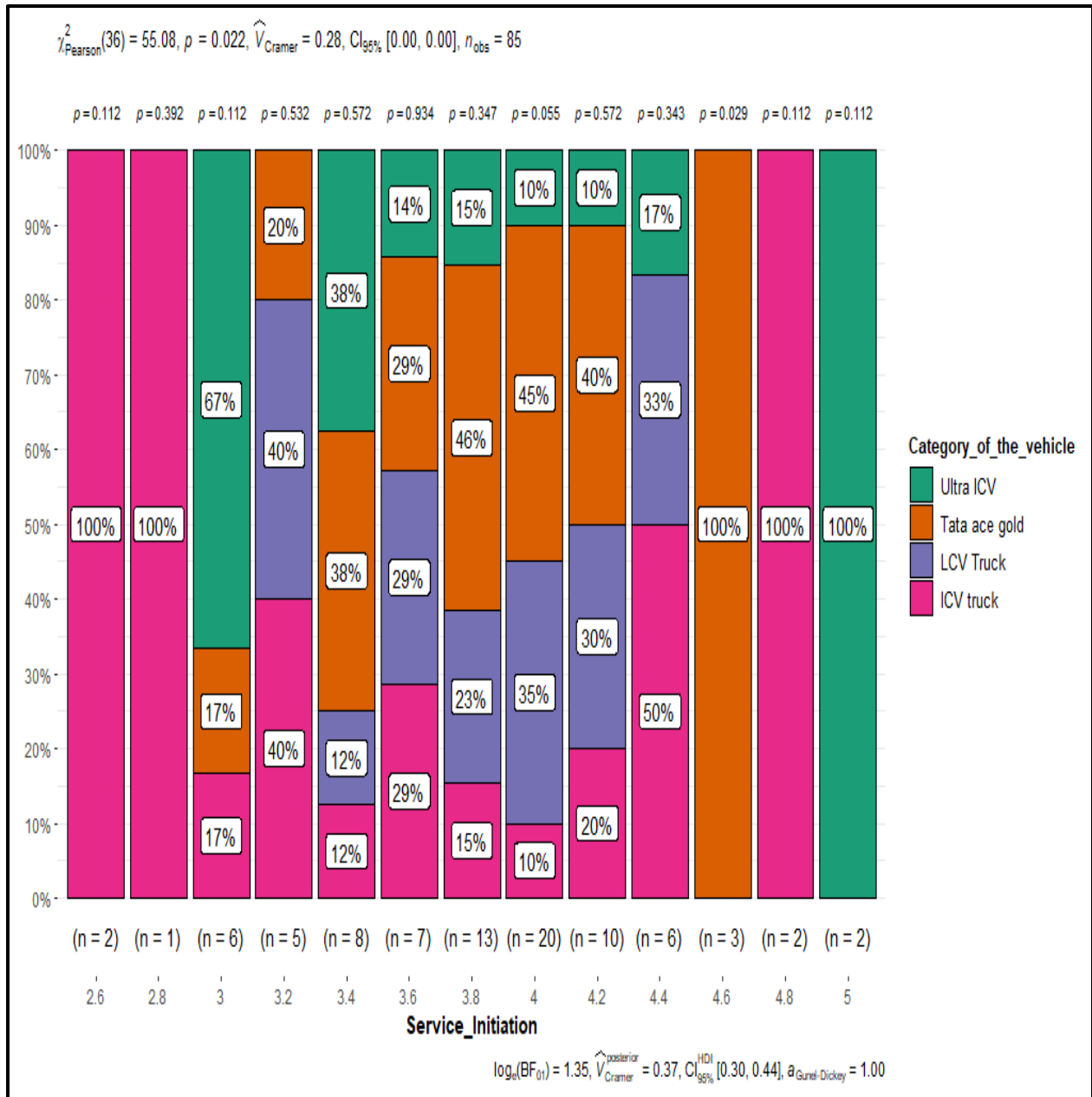
Customer Communication based on Age

It is found from the hypothesis that age is not influencing the customer communication as the value of p is greater than 0.05 which is 0.219 using Cramer’s V test and Pearson’s testing of hypothesis.



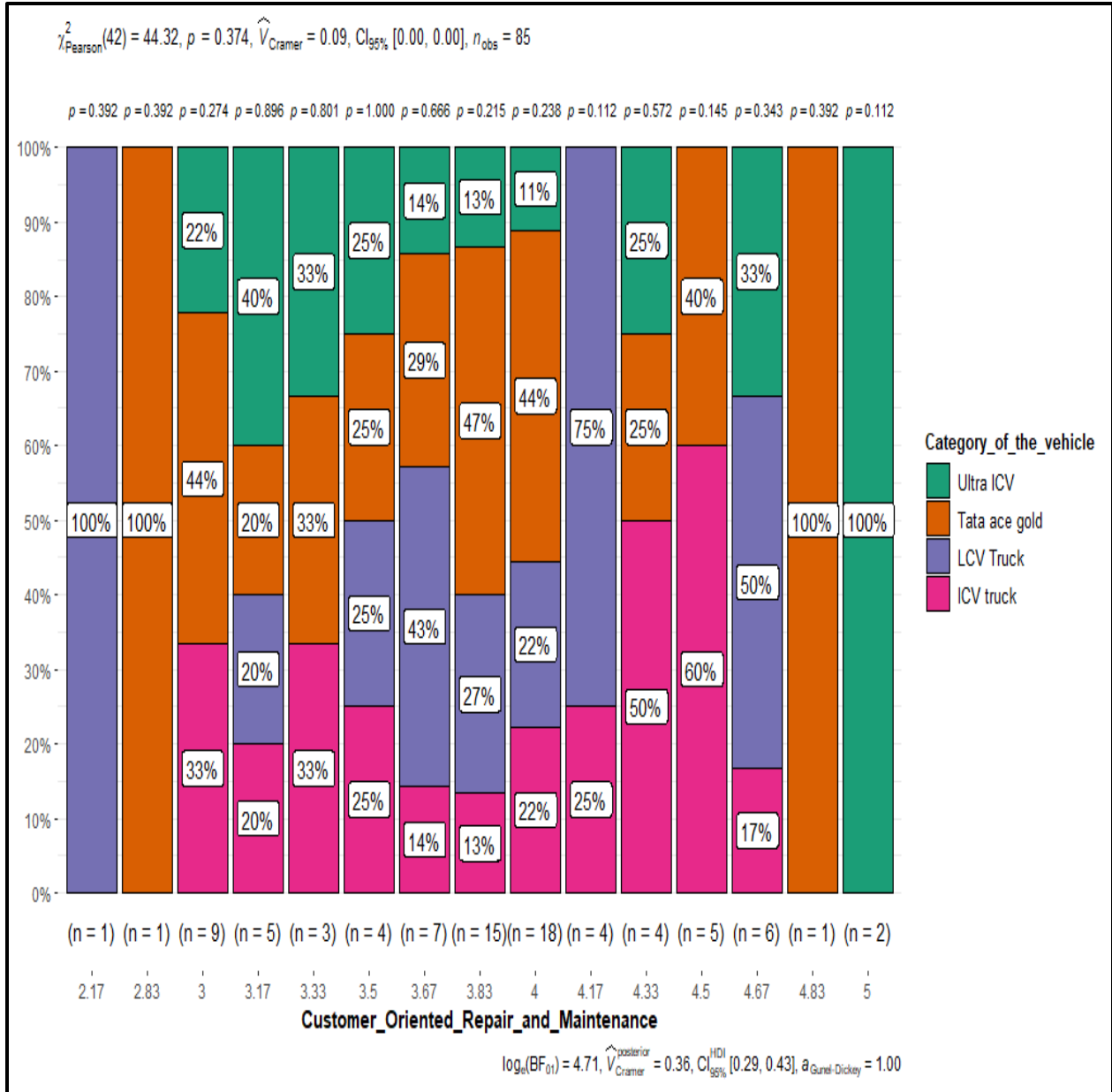
Overall service delivery based on Age

It is found from the hypothesis that age is not influencing the Overall service delivery as the value of p is greater than 0.05 which is 0.145 using Cramer’s V test and Pearson’s testing of hypothesis.



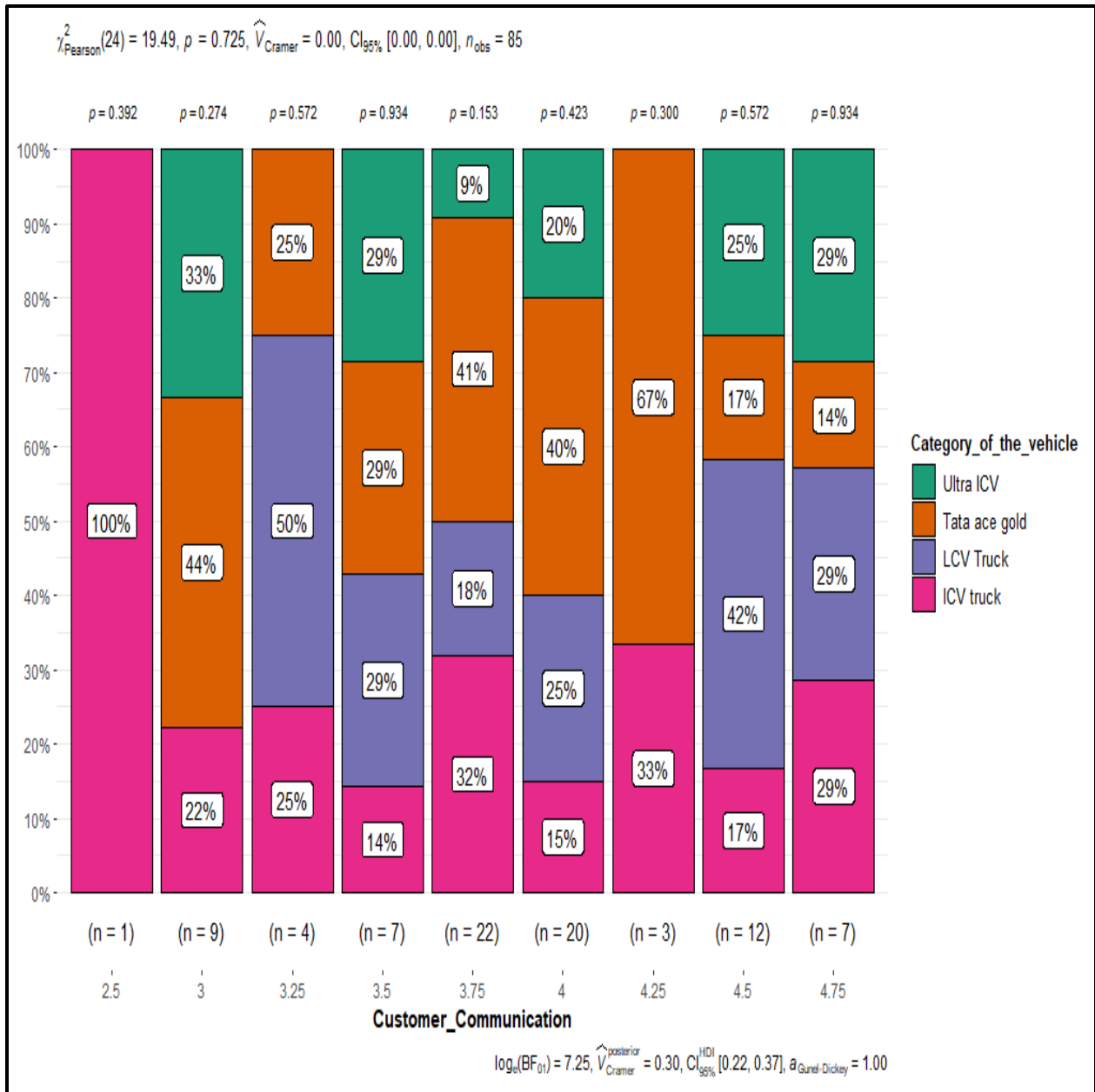
Service Initiation based on category of the vehicle

It is found from the hypothesis that Category of the vehicle is influencing the Service Initiation as the value of p is less than 0.05 which is 0.022 using Cramer’s V test and Pearson’s testing of hypothesis.



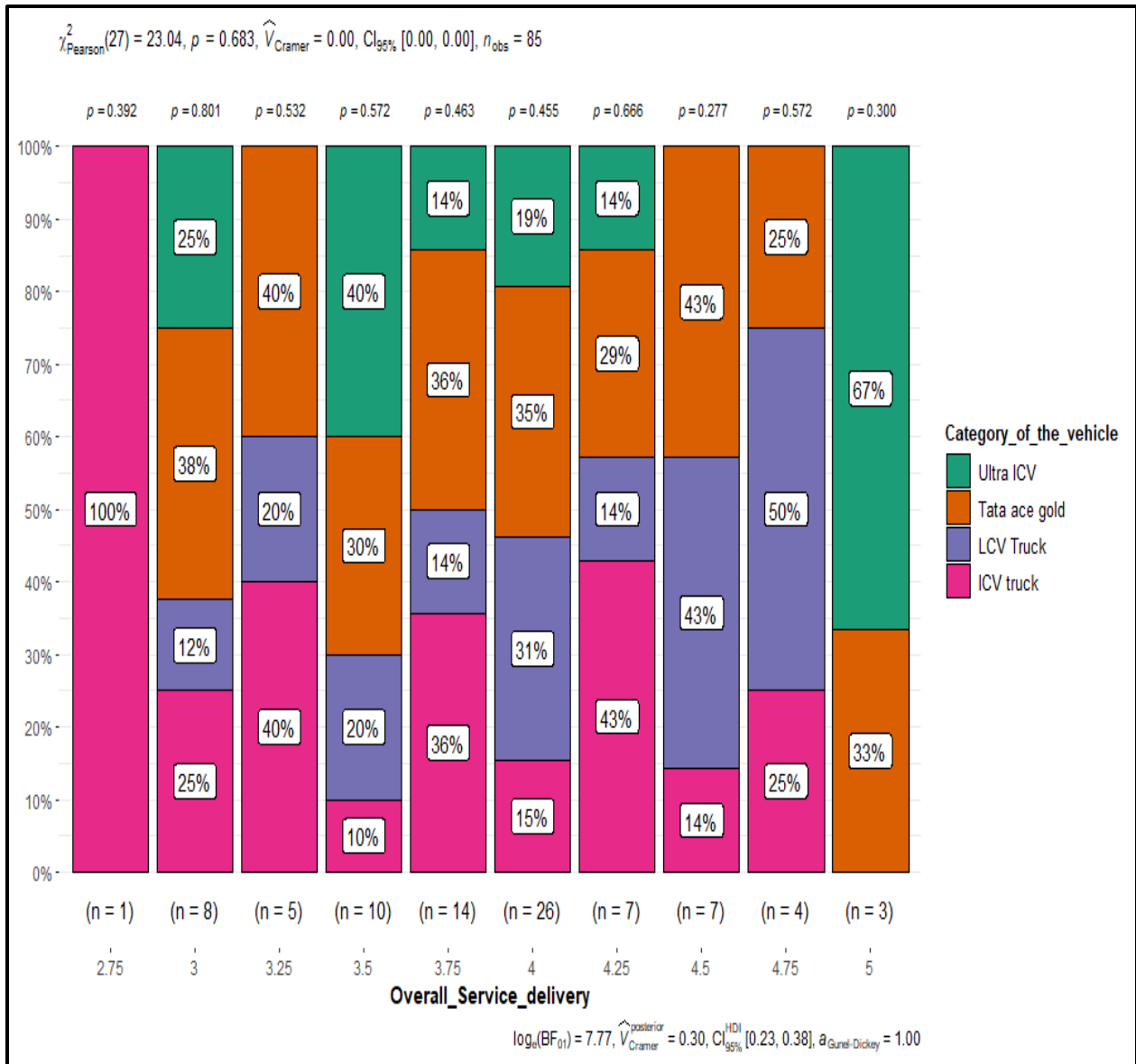
Customer oriented repair and maintenance based on category of the vehicle

It is found from the hypothesis that Category of the vehicle is not influencing the Customer oriented repair and maintenance as the value of p is less than 0.05 which is 0.374 using Cramer’s V test and Pearson’s testing of hypothesis.



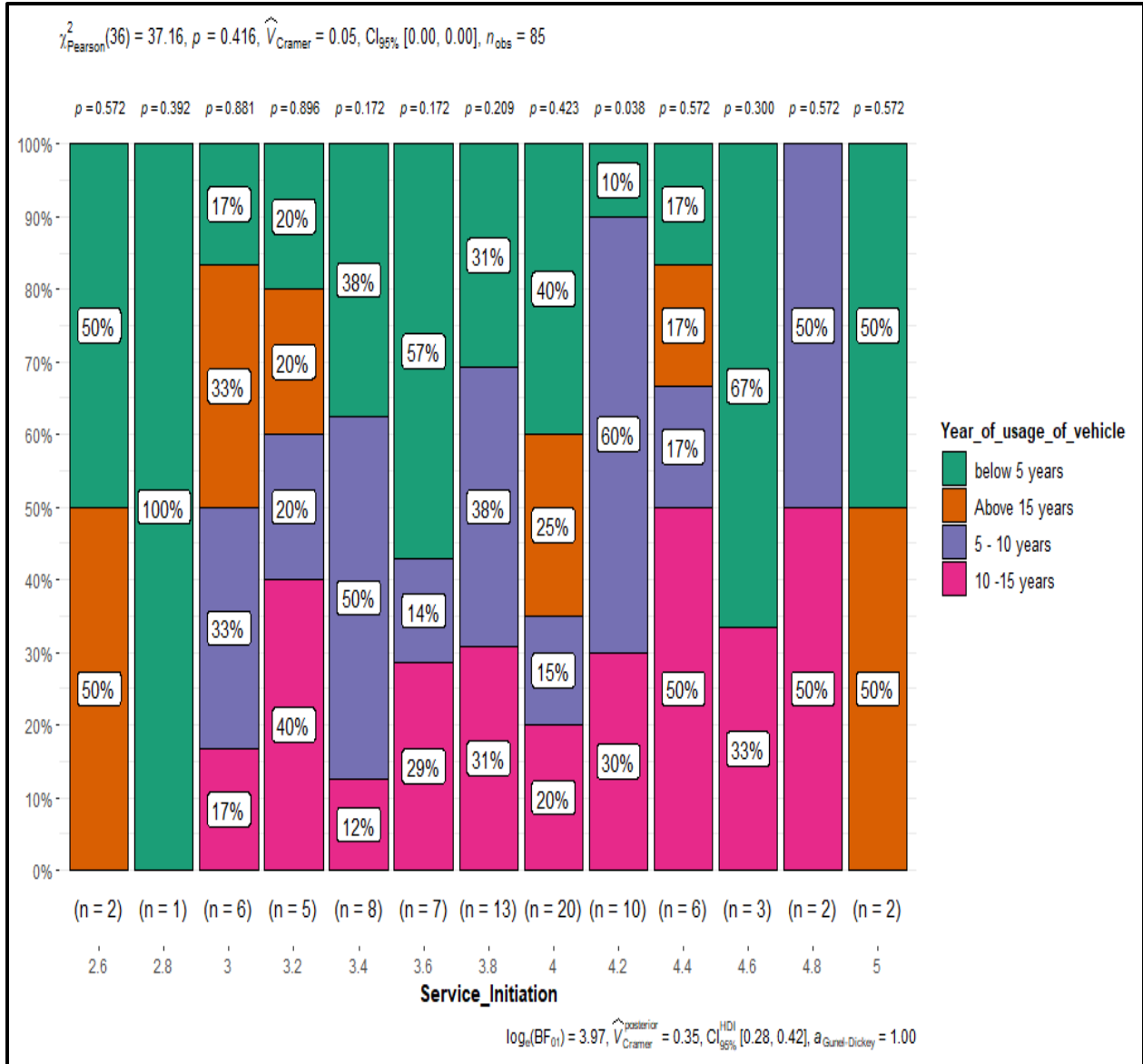
Customer Communication based on category of the vehicle

It is found from the hypothesis that Category of the vehicle is not influencing the Customer communication as the value of p is less than 0.05 which is 0.725 using Cramer’s V test and Pearson’s testing of hypothesis.



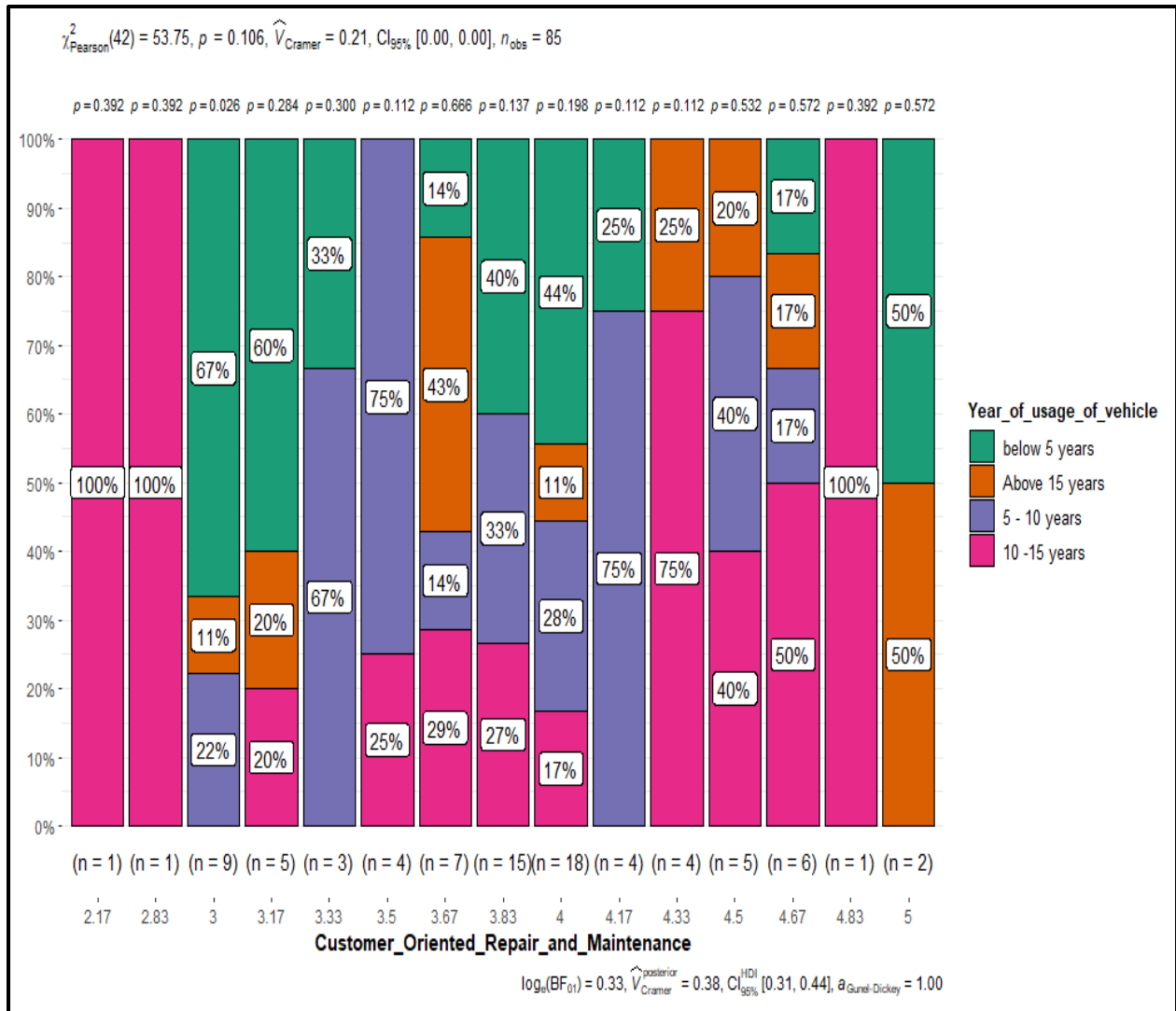
Overall service delivery based on category of the vehicle

It is found from the hypothesis that Category of the vehicle is not influencing the overall service delivery as the value of p is less than 0.05 which is 0.683 using Cramer’s V test and Pearson’s testing of hypothesis.



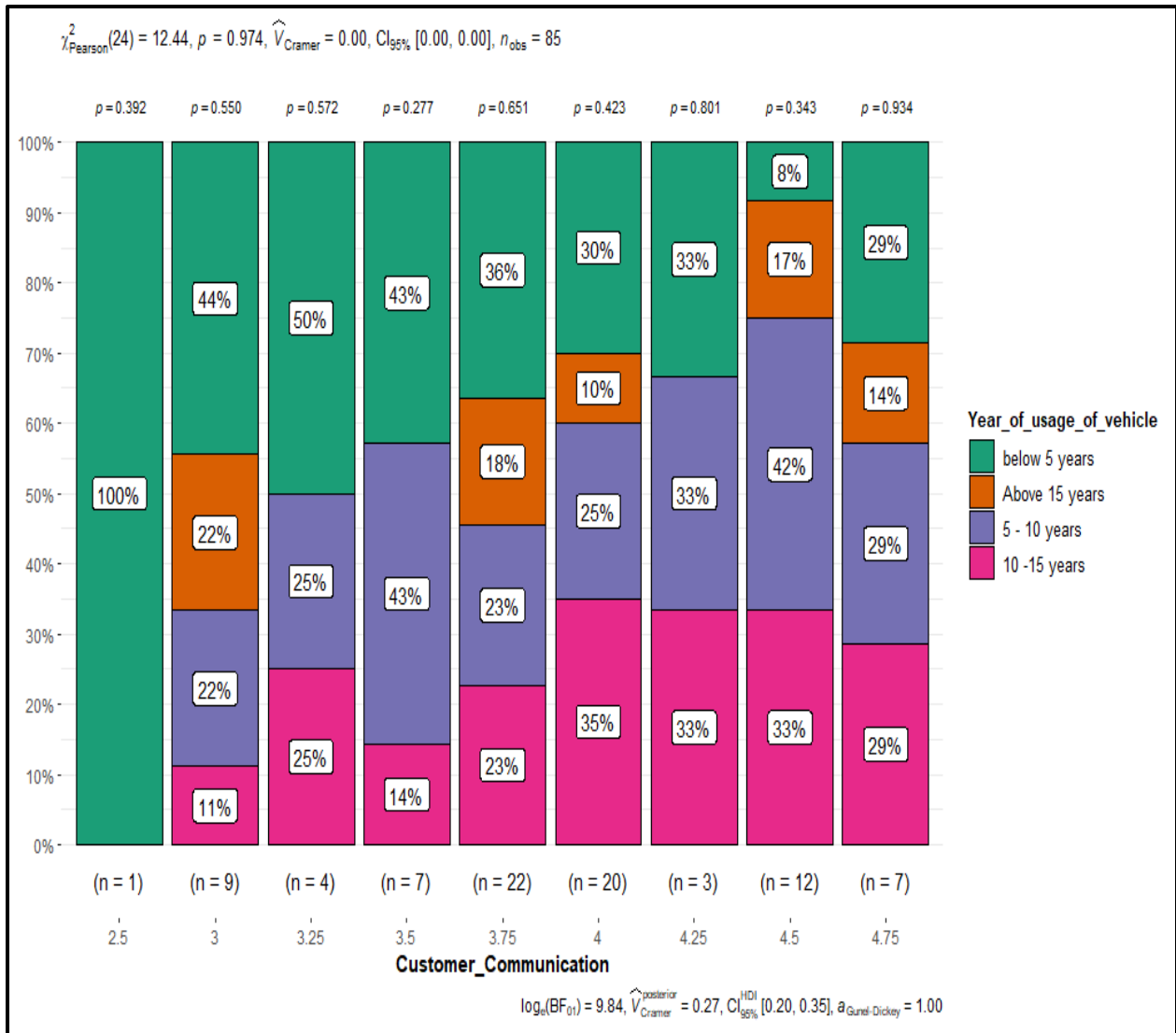
Service Initiation based on year of usage of the vehicle

It is found from the hypothesis that year of usage of the vehicle is not influencing the service Initiation as the value of p is less than 0.05 which is 0.416 using Cramer’s V test and Pearson’s testing of hypothesis.



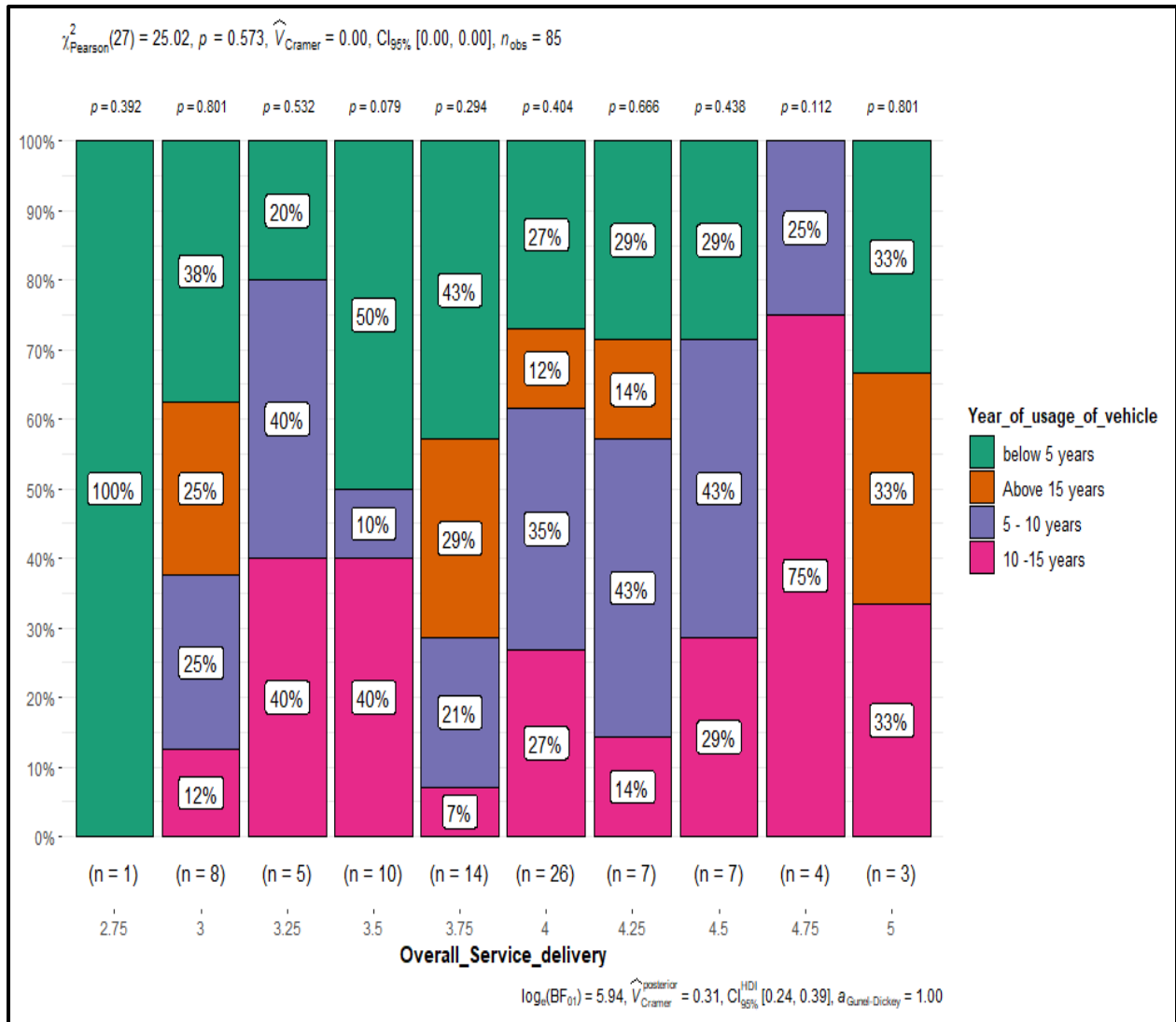
Customer oriented repair and maintenance based on year of usage of the vehicle

It is found from the hypothesis that year of usage of the vehicle is not influencing the customer oriented repair and maintenance as the value of p is less than 0.05 which is 0.106 using Cramer’s V test and Pearson’s testing of hypothesis.



Customer Communication based on year of usage of the vehicle

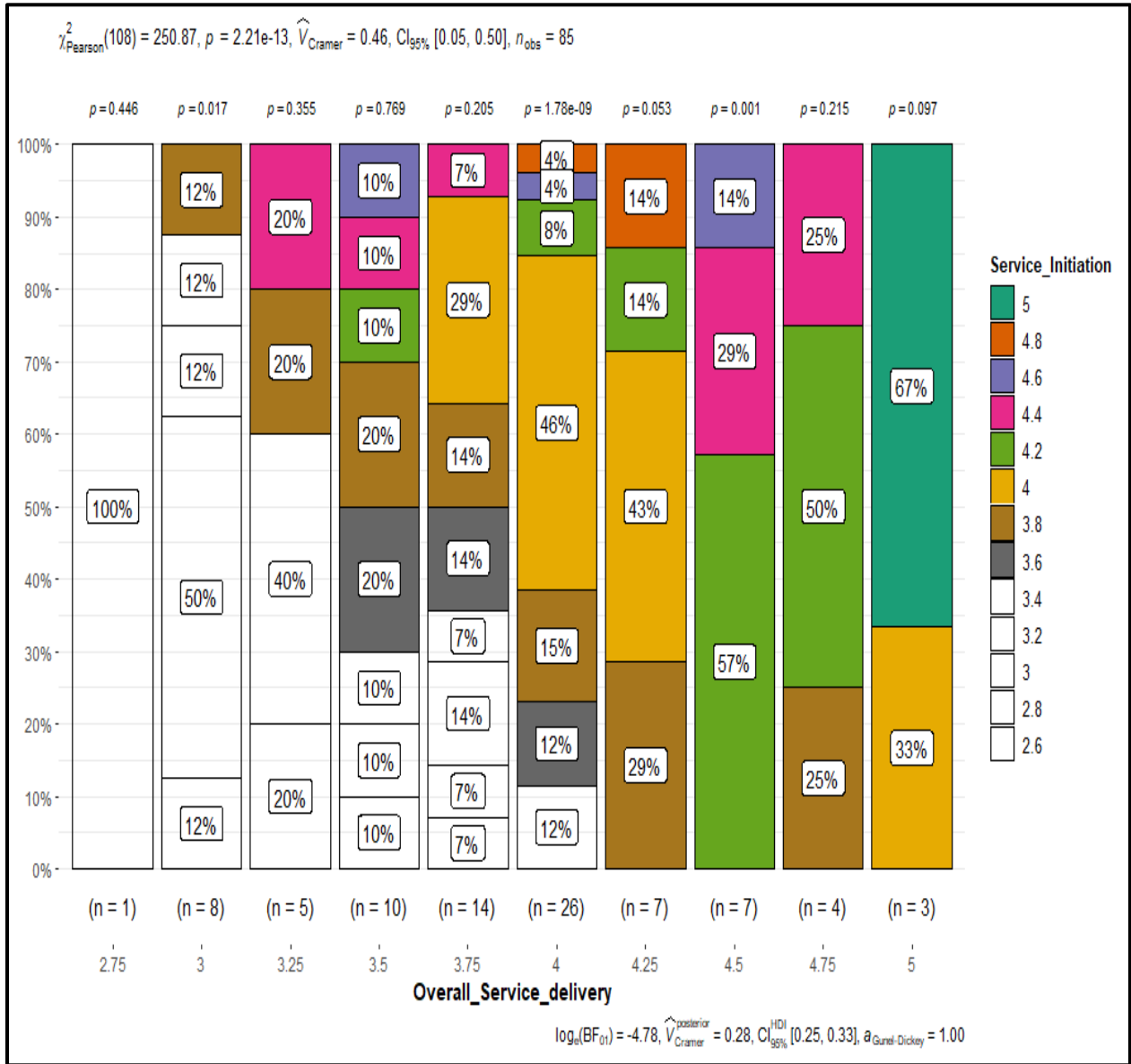
It is found from the hypothesis that year of usage of the vehicle is not influencing the customer Communication as the value of p is less than 0.05 which is 0.974 using Cramer’s V test and Pearson’s testing of hypothesis.



Overall service delivery based on year of usage of the vehicle

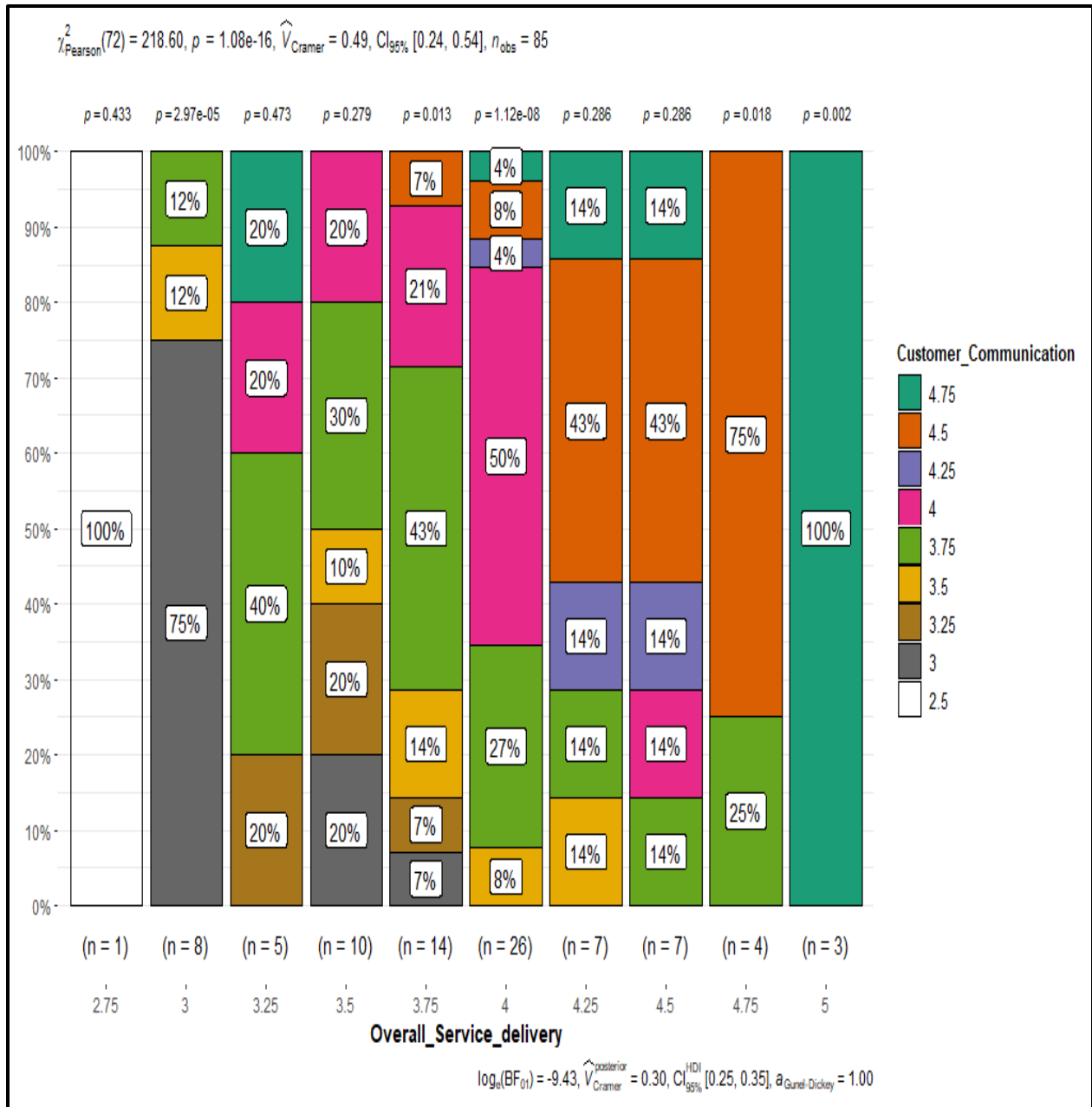
It is found from the hypothesis that year of usage of the vehicle is not influencing the overall service delivery as the value of p is less than 0.05 which is 0.573 using Cramer’s V test and Pearson’s testing of hypothesis.

Analysis on Comparison of the factors



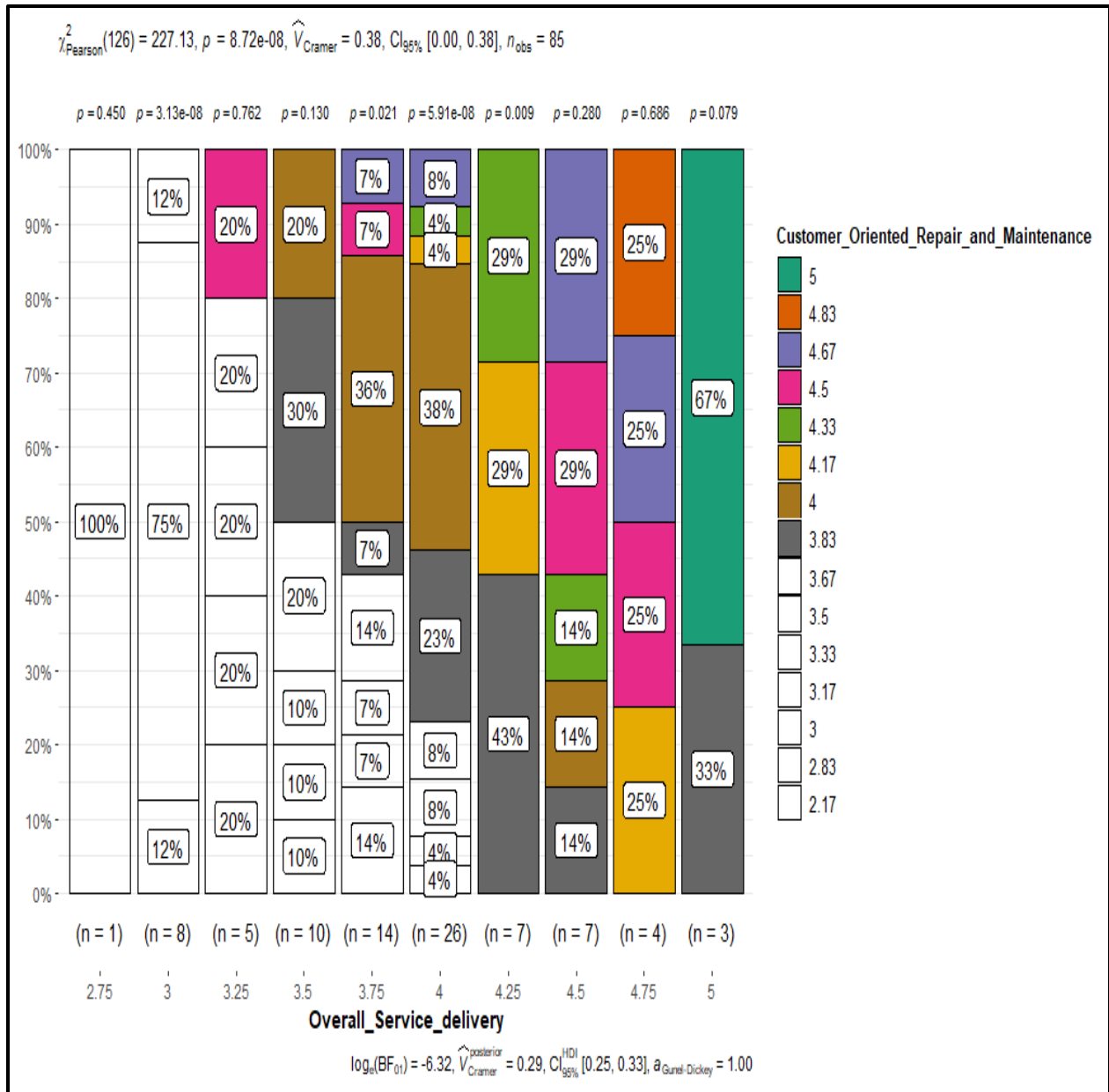
Service Initiation vs Overall service delivery

On comparison of Service initiation with overall service delivery it is evident that service initiation is highly influencing the overall service delivery as it is clear from the analysis that the value of p is less than 0.05 which is 2.13E-13.



Customer Communication vs Overall service delivery

On comparison of Customer Communication with overall service delivery it is evident that Customer Communication is highly influencing the overall service delivery as it is clear from the analysis that the value of p is less than 0.05 which is 1.08E-16.



Customer Oriented repair and maintenance vs Overall service delivery

On comparison of Customer oriented repair and maintenance with overall service delivery it is evident that Customer oriented repair and maintenance is highly influencing the overall service delivery as it is clear from the analysis that the value of p is less than 0.05 which is 8.72E-08.


```

> model1<- glm(formula = Overall_Service_delivery~Customer_Oriented_Repair_and_Ma
intenance+Service_Initiation,data = n )
> summary(model1)

call:
glm(formula = Overall_Service_delivery ~ Customer_Oriented_Repair_and_Maintenance
+
  Service_Initiation, data = n)

Deviance Residuals:
    Min       1Q   Median       3Q      Max
-1.11740  -0.22802   0.02832   0.21301   1.07508

Coefficients:
                Estimate Std. Error t value Pr(>|t|)
(Intercept)         0.89031    0.29355   3.033  0.00324
Customer_Oriented_Repair_and_Maintenance  0.48440    0.08990   5.388 6.67e-07
Service_Initiation   0.29483    0.09636   3.060  0.00299

(Intercept)                **
Customer_Oriented_Repair_and_Maintenance ***
Service_Initiation          **
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

(Dispersion parameter for gaussian family taken to be 0.1146026)

    Null deviance: 21.9515  on 84  degrees of freedom
Residual deviance:  9.3974  on 82  degrees of freedom
AIC: 62.031

Number of Fisher scoring iterations: 2

```

Regression of Overall service delivery with Service Initiation and customer oriented repair and maintenance
 Its if found from the regression test that customer oriented repair and maintenance has higher significance than service initiation where its p value is also less than 0.05 compared to the Service initiation.

```

> ##Regression
> model <- glm(formula = overall_service_delivery~Customer_Communication+Service_Initiation,data = n )
> summary(model)

Call:
glm(formula = overall_service_delivery ~ Customer_Communication +
    service_Initiation, data = n)

Deviance Residuals:
    Min       1Q   Median       3Q      Max
-1.26905  -0.18007  -0.00145   0.19477   0.80265

Coefficients:
              Estimate Std. Error t value Pr(>|t|)
(Intercept)    0.57767    0.30529    1.892   0.062 .
Customer_Communication 0.50065    0.08497    5.892 8.11e-08 ***
Service_Initiation  0.35530    0.08514    4.173 7.44e-05 ***
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1

(Dispersion parameter for gaussian family taken to be 0.1090214)

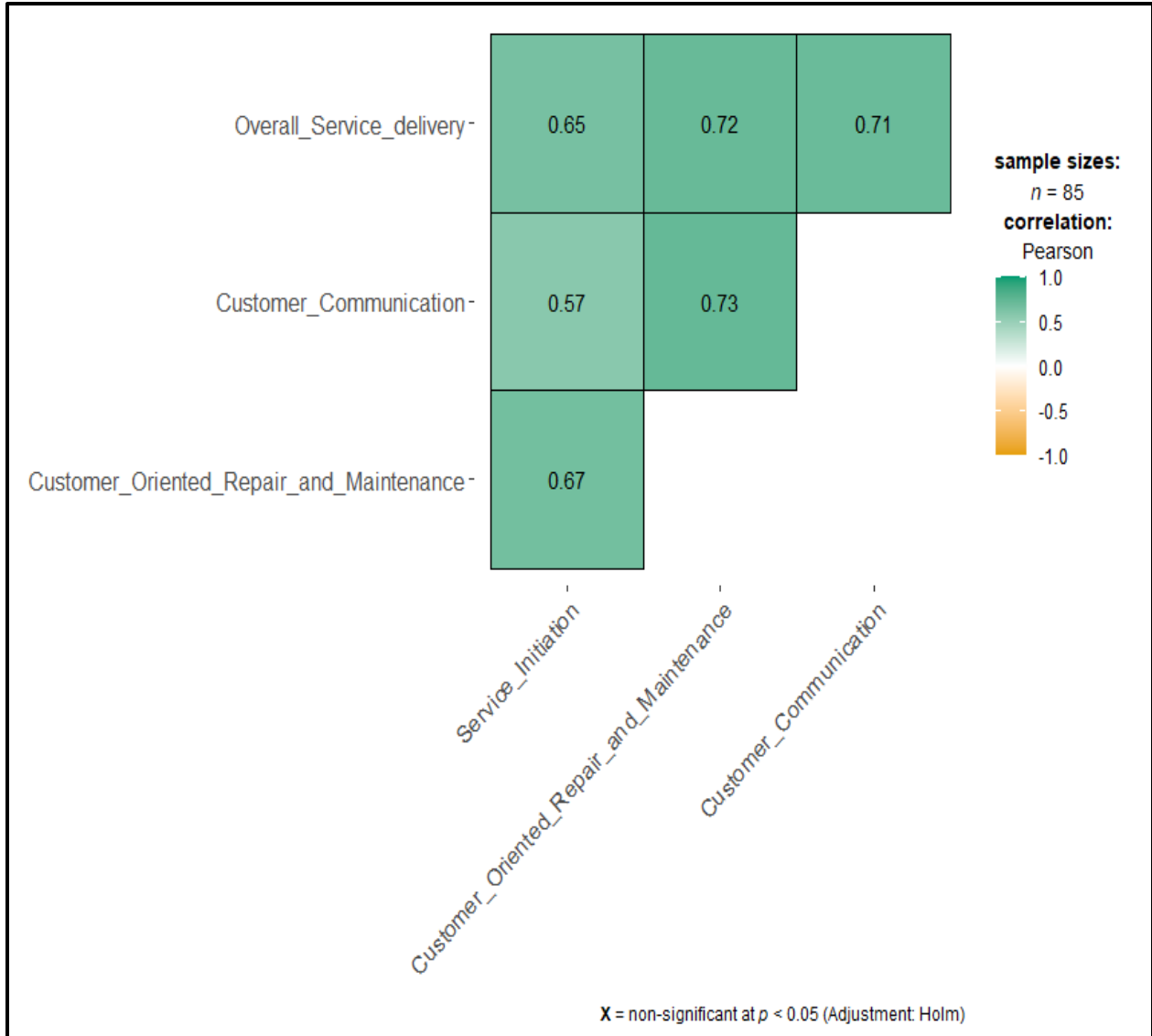
    Null deviance: 21.9515  on 84  degrees of freedom
Residual deviance:  8.9398  on 82  degrees of freedom
AIC: 57.787

Number of Fisher Scoring iterations: 2

```

Regression of Overall service delivery with Service Initiation and customer Communication

It is found from the regression test that both customer communication and Service Initiation has higher significance where the p value of customer Communication is less than 0.05 compared to the Service initiation. So, it is clear that Customer communication has higher influence.



Correlation of the factors of service delivery

In the correlation of each factor with another factor it is found that all are highly correlated to each other as the degree of high correlation value is between 0.50 to 0.75. It is found that Customer oriented repair and maintenance and Customer communication is highly correlated with Overall service delivery with higher correlation coefficient is 0.72 and 0.73.

FINDINGS

- Majority of the VST motor’s service advisor engages customers effectively 77.6% agreed, 17.6% of the people stands Neutral and 4.7% of the people disagreed. The VST motors service provider has sufficient vehicle experience and knowledge 77.6% agreed, 18.8% of the people stands Neutral and 3.5% of the people disagreed.
- Most of the customers feels that the Motor’s service advisor engages customers effectively 77.6% agreed, 17.6% of the people stands Neutral and 4.7% of the people disagreed. The VST

motors service provider has sufficient vehicle experience and knowledge 77.6% agreed, 18.8% of the people stands Neutral and 3.5% of the people disagreed.

- Majority of the customers feels that the company (VST Motors) is conveniently located 76.5% agreed , 23.5% of the people is Neutral.VST motors provide a standard service is 76.5% agreed,21.2% of the people is Neutral and 2.4% of the people is disagreed.
- Category of the vehicle of the customers is influencing the Service Initiation
- Category of the vehicle of the customers is not influencing the Customer oriented repair and maintenance .
- On regression test, the customer oriented repair and maintenance has higher significance than service initiation where its p value is also less than 0.05 compared to the Service initiation.
- On regression test, So, it is clear that Customer communication has higher influence.
- It is found that Customer oriented repair and maintenance and Customer communication is highly correlated with Overall service delivery with higher correlation coefficient is 0.72 and 0.73.

SUGGESTIONS

- Each service delivery of the vehicle to the customer should be followed regularly to reduce the miscommunication.
- Be consistent in service delivery.
- Engagement towards customer can be slightly improved.
- Reworks of for the serviced vehicle can be reduced.
- Constant delivery of service update information to customers can be regularly sent via normal messages.
- Focus on customer feedback for the further improvement of company can be increased to improve quality service and satisfaction.
- Can provide a service program for the technical skill improvement.

CONCLUSION

An effective service delivery system delivers the service your customers expect. If customers feel they are receiving good service, they are more likely to stay with your business. Also, customers tend to be satisfied when their expectations are met. This allows you to retain existing customers and attract new customers. Customer feedback is one of the best ways to find bugs in service delivery systems and make changes that improve the customer experience. Major changes are taking place in urban transportation and service delivery.Focused on achieving this objective and may spend more time on this than on delivering service to customers in the store.Poor service delivery is a problem that's rife in the retail industry. Oftentimes, businesses blame their customers for their poor service delivery, but this is a problem we need to address as an industry.Operators need to have a maintenance plan that meets the requirements of the customers. It is also shown from the research that customer communication and customer oriented repair and

maintenance are the factors that are highly influencing the overall service delivery which helps in retainment of the customer, quality of the service delivery.

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