

# A CASE STUDY OF AFTER SALES SERVICE AND CUSTOMER SATISFACTION OF HYUNDAI CAR SERVICE IN NIZWA, SULTANATE OF OMAN

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## ABSTRACT

The aim of this study is to identify the satisfaction of Hyundai car after sales services in Hyundai show room, Nizwa and to understand the underlying reasons of dissatisfaction. The study area is in Nizwa and a sample of 335 Hyundai car users are selected for the study. A well-structured questionnaire is used for the collection of data. It is found that 60% of the users who avail free service are satisfied and 40% are dissatisfied by free services offered to them from Hyundai show room in Nizwa. Among the paid service customers in Nizwa show room, 61% customers are dissatisfied and 39% of the customers are satisfied with the after sales service of the company. The major reasons for customer's dissatisfaction are change of engine oil and replacement of filter and brake oil. The main factor attributed to customer satisfaction is car wash. The study also highlights the satisfaction and dissatisfaction of car services which is categorized as low, medium and high. The study concludes by providing appropriate suggestions for retaining the satisfied customers. Suitable strategies are suggested to customerise the services for the dissatisfied customers so that the company can maintain the existing customers in the long term to optimize profits. The recommendations proposed through this study helps Hyundai service center to improve the customer satisfaction and minimize dissatisfaction of the users.

**KEYWORDS:** After sales service, Customer satisfaction, Level of satisfaction, Free service, Paid service, Minor service, Major Service

## 1. INTRODUCTION

Customers play an important role in every business. The main purpose of every business is to satisfy its existing customers and to attract new customers. In today's marketing environment, an increasingly important source of competitive advantage is the way organizations serve their customers. In recent years, more and more organizations focus their attention on retaining existing customers rather than attracting new ones (Adrian et al. 1995). According to Kotler (2002), attracting a new customer is five times greater than the cost to keep a current customer happy. Gaiardelli et al. (2007) define after sale service as those activities taking place after the purchase of the product and devoted to supporting customers in the usage and disposal of the goods to make them loyal. According to Rigopoulou et al. (2008), aftersales services are "product support activities", that means all the activities that support the product-centric transaction.

According to Loomba (1998), the main objective of after-sales is to keep the customer satisfied through trust, credibility and sense of security conveyed by the organization, and building lasting relationships that contribute to increased

performance for sustainable results. Forooz and Rostami (2006) have shown after sale service advantages are; competitive advantage, customer satisfaction, long-term customer relationship, customer retention and loyalty, new product success and development, high profit, differentiation and branding. Most of the business organizations are not aware about the after-sales service factors and its impact towards the customer satisfaction. Failing to realize the importance of the factors can lead to a disastrous and threatening business relationship. This may lead dissatisfied customers switch to a competitor or the company lose potential for new customers due to negative word-of-mouth effect. Hence, every business should know the objective and importance of having after sale service and implement it to satisfy customers and make them loyal.

Mathe and Shapiro (1990) define customer satisfaction as a short-term emotional reaction to a specific service performance. Customers may be satisfied with a product or service, an experience, a purchase decision, a salesperson, store, service provider, or an attribute. Kotler (2002) defined satisfaction as 'a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations'. Neal (1999) defines customer satisfaction as the attitude resulting from what customers think should happen (expectations) interacting with what customers think did happen (performance perceptions). According to Rigopoulou et al. (2008) customer satisfaction is the state of mind that customers have about a company when their expectations have been met or exceeded over the lifetime of the product or service. Blackwell, Miniard and Engel (2002) stated that the critical determinant of satisfaction is consumers' perceptions of the product's performance during consumption. Poor performance and unfavourable consumption experiences usually guarantee that consumers will be dissatisfied with the product unless there are extenuating circumstances. The more favourable a product's performance, the greater the customer's satisfaction. For Kotler and Armstrong (2004) customer satisfaction is a key influence on future buying behaviour. Satisfied customers buy again and tell others about their good experience. Dissatisfied customers often switch to competitors and criticize the product to others. Customer value and customer satisfaction are key building blocks for developing and managing customer relationships. According to Assael (2008) satisfaction occurs when consumer expectation are met or exceeded and the purchases decision is reinforced. Satisfaction reinforces positive attitudes toward the brand leading to a greater likelihood that the consumer will repurchase the same brand. Dissatisfaction results when consumer expectations are not met.

### **1.1 Statement of the problem**

According to the opinion of the customers who received services from Hyundai show room in Nizwa, it is found that many customers stopped giving servicing in show room. They prefer to go to private work shops or garages for car servicing. An observation made by the researchers among 30 customers of Hyundai showed that 19 customers (63%) are dissatisfied with the car service in show room. Only 11 customers (37%) are satisfied with the car services on Hyundai show room, Nizwa. Thus the percentage of dissatisfied customers are more than the satisfied customers. Therefore, this research is conducted to know the underlying reasons for satisfaction and dissatisfaction of Hyundai car services.

### **1.2 Significance of the Study**

This study can add value on the effect of after sale services on customer satisfaction and loyalty of the customers of Hyundai car services in Nizwa. The study also benefits the organization by adopting suitable strategies for retaining their customers. The study suggests how to satisfy and delight customers in after sale service and to make customers loyal. In addition, the paper can benefit firms in the automotive industry. Such kind of empirical studies have not been done in Sultanate of Oman. Therefore, this study is significant.

### **1.3 Objectives of the study**

1. To identify the satisfaction of free after sales service users and paid after sale service users.
2. To determine the levels of satisfaction of paid car service users.
3. To understand the reasons from the customers why they do not prefer car service in Hyundai show room, Nizwa.
4. To analyse the nature of services and satisfaction of existing customers
5. To know the willingness of car users regarding service in future.

## 2. LITERATURE REVIEW

Rishi Kesh (2017) conducted a study on after sales service quality and its influence on customer satisfaction in selected automobile companies. The study was on the after sales service provided by companies to their customers through authorised workshops in the industrial town of Punjab, Ludhiana. The objectives were to compare customer satisfaction on after sales service quality and establish its relationship with the various demographic factors of three automobile companies namely Hyundai Motor, Ford Motor and Tata Motors. It was found that there was a significant difference in the customer's perception about quality of service for the targeted organization. There is no significant difference in customer satisfaction based on quality of service. According to Rajesh (2016), after sales service is needed to prevent dissatisfaction among present customers. The study on customer satisfaction towards after sales service focused on after sales service offered by "Alcon Hyundai" in Goa, India on fifty consumers.

Majority of Alcon Hyundai customers are satisfied with after sales service offered by Alcon Hyundai workshop. 78% of selected customers are satisfied and 16% of customers are highly satisfied. It means only 6% of customers are not satisfied with the after sales service of Alcon Hyundai. According to Khayala & Afat (2016), determining customer satisfaction level allows any organization to detect the problems and gives a way in order to solve such issues. The aim is to measure the satisfaction level of Hyundai customers in Azerbaijan. Majority of customers are dissatisfied with car's quality. Furthermore most of drivers' satisfaction level of services which Hyundai provides is satisfactory. Sathish, Balamurugan, Surinder & Karthikeyan, (2013), studied the customer relationship management in car service industry with reference to car dealers in Coimbatore, India. The general expectations of every customer include being reminded for periodical service, pick up and drop, nominal charges, etc. It indicates that for retaining customer, it would be necessary to fulfill maximum expectations. The survey revealed that the expectation of customer after sales service is rising.

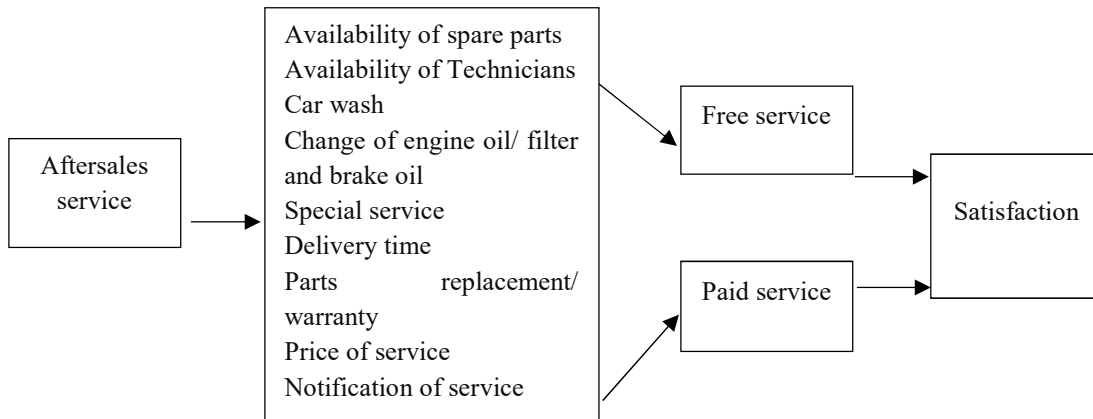
Dealers have to continuously raise his standards for customer satisfaction. Rangarao, (2013) identified the perception of the customers towards the service quality provided by the Honda automobiles. The study aimed to explain the role of after-sales service on customer satisfaction. More customer satisfaction can fetch future referral sales to the organization. Honda Company is providing considerable quality of service to the customers. Most of the respondents are satisfied with the service quality, knowledge of the service personnel, delivery time and prices for services and finally delivery time of the vehicle. Signboards, infrastructure and availability of spare parts are very convenient in Honda Automobiles. Rashid et al. (2013) conducted a study to know the factors that influence consumer buying behaviour in Automobile industry of Sahiwal, Pakistan. Data from 150 respondents were collected and the results showed that economic spare part have a strong impact on consumer buying behavior.

Easy availability of spare part and easy availability of mechanic have also impact on consumer buying behaviour but the impact is low as compared to economic spare parts. Manufacturers and automobile importers should focus on how to lower the cost of spare parts. Wu Shuqin and Liu Gang (2012) conducted an empirical study of after-sales service relationship in China's Auto Industry. The research analyzed the current situation and future development trend in auto after-sales service industry, based on the five dimensions of service quality (fairness, empathy, reliability, responsiveness and convenience). 327 customers in auto after-sales service industry were surveyed and it was found that fairness, empathy, reliability and convenience have significant positive impact on satisfaction, but responsiveness has no significant positive impact on satisfaction. Satisfaction has a significant positive impact on trust, and trust has a significant positive impact on commitment. Danish and Sanatullah (2011) examined the impact of after sales service on consumer buying behavior in Automobile industry in Pakistan.

Data was collected from 250 customers from five selective after sales service centers, Results showed that easy availability of spare parts, availability of technician or mechanics, parts replacement warranties, and customization services have positive impact on consumer buying behavior. Economical spare parts and workshops (service centers) have insignificant impact on consumer behavior. It was recommended that manufacturers and importers of automobiles should focus on easy availability of spare parts, easy availability of technician/mechanics, parts replacement warranties and customization services to affect the consumer buying intentions in Pakistan. Rigopoulou et al. (2008) also examined the consequences of after sales service on customer satisfaction and retention. Data was collected from 420 respondents in Greece. The results show that after sales service has significant and positive impact on customer satisfaction and retention. They suggested that service-marketing managers should understand the impact of after sales service on customer satisfaction and behavioural intentions. Alexander et al., (2002) accepted the claim that returning customers are the most profitable ones,

as they require less marketing effort and relationship building. They agreed that after-sales service acquires a critical role as a means to achieve customer satisfaction and retention.

### 2.1 Research framework



### 3. RESEARCH METHODOLOGY

The study area selected for this study is Nizwa. The period of study is from January 2018 to March 2018. The sampling frame consists of total number of car services given in Nizwa Showroom during the last one year. A sample size of 335 car users are selected randomly for the collection of samples. Data is collected from primary and secondary sources. The supportive literature review and the conceptual framework are taken from secondary source. Primary data is collected with the help of a structured questionnaire. The instrument consisted of closed ended questions and a list of 14 questions are included that addresses the objectives of the study. Pilot study was done among 25 respondents to identify the validity of the questions. Thus well structured questionnaire is administered for collection of data which is distributed in both English and Arabic. MS Excel is used for coding and tabulation of data. Data is analyzed with the help of percentage method, coefficient of variation and chi-square analysis. The levels of satisfaction is determined with the help of mean (+-) standard deviation.

### 4. ANALYSIS OF THE STUDY

**Table 01: Profile of the respondents**

Respondent's profile	Categories	Number of responses
Gender	Male	283 (84%)
	Female	52 (16%)
	Total	335 (100%)
Income (OMR)	<500	76 (23%)
	500-800	103 (31%)
	> 800-1100	57 (17%)
	>1100-1400	66 (20%)
	>1400	33 (9%)
	Total	335 (100%)
Period of using cars (in years)	0-5 years	174 (52%)
	> 5 – 10 years	109 (33%)
	> 10 years	52 (15%)
	Total	335 (100%)

Table no.1 shows the respondents profile. Out of the 335 samples collected 283 (84%) respondents are males and the number of female respondents are 52 (16%). The income status of the respondents showed that 31% of the car users are in the income group of 500 to 800 OMR. 20% of the respondents are in the income group of more than 1100 to 1400 OMR. Only 9% of the sample respondents are in the income above 1400 OMR. It is found that 52% of the respondents use Hyundai cars for the last 5 years. 33% of the users use car for more than 5 years to 10 years and 15% of the sample respondents use Hyundai cars for more than 10 years.

**Table 02: Kind of car service**

Kind of service	No of responses
Free service	159 (47%)
Paid service	176 (53%)
Total	335 (100%)

Hyundai Company provides free service for new car customers up to 30, 000 kms or 3 months whichever is earlier. (Normally 5000 kms x 6 services). In Paid service the customers have to pay the full amount. Table no. 2 shows that 159 (47%) respondents out of 335 responses give their car to the show room for free service. Out of the 335 respondents, 176 (53%) Hyundai car users give it to company show room in Nizwa for paid service. Thus the data is treated and analysed based on free services users and paid service s

#### 4.1 Free after sales service customers of Hyundai cars

This section deals with the opinion of sample respondents who are new users of the car and avail free services from the company showroom.

**Table 03: Satisfaction of free services (up to 30, 000 kms)**

Satisfaction of free services (up to 30,000 kms)	Number of responses
Yes	95 (60%)
No	64 (40%)
Total	159 (100%)

Table 3 shows the satisfaction response of new car owners who gave for free services up to 30,000 kms or 3 months whichever is earlier. Out of 159 respondents who give for free services in show room, 95 (60%) respondents are satisfied. Remaining 40% of the respondents are not satisfied by the free services offered to them from the Hyundai show room, Nizwa.

**Table 04: Willingness to give for service upto 100,000 kms**

Willingness to give for car service after free service (up to 100,000 kms)	Number of responses
Yes	90 (57%)
No	69 (43%)
Total	159 (100%)

Table 4 shows the willingness of Hyundai car users to give for service in show room after free service period of 30,000 kms up to 100,000 km (or 5 years). Out of the 159 responses, 90 (57%) respondents are willing to give car for service in

show room. Remaining 69 respondents that constitute 44% are not willing to give car for service in show room after free service period up to 100,000km. The major reasons for dissatisfaction of free service customers are lack of proper communication, and more time taken for servicing and delivery to the customers.

**Table 05: Willingness to service in showroom after the warranty period**

Willing to service in show room after 100,000 kms	Number of responses
Yes	35 (22%)
No	60 (38%)
Not decided	64 (40%)
Total	159 (100%)

Table 5 shows the opinion of the existing car users whether they continue servicing with the company showroom in future. It is evident from the table that 22% of the respondents give their car for services in show room after 100,000 km or 5 years. 60 respondents out of 159 (38%) have decided not to give their car for services in show room after the warranty period. It is also confirmed that 40% of the Hyundai car users have not decided whether to continue car services with the company showroom.

**Table 06: Level of satisfaction of free car service users**

Levels of satisfaction	Low (<1.14)	Medium (1.14 - 4.06)	High (>4.06)	Total
Number of responses	8	149	2	159
In percentage	5%	94%	1%	100%

Table 6 shows rate the level of satisfaction of car users who gave it for free service in Hyundai show room. The average score is calculated as 2.60 and the standard deviation is 1.46. Thus above 4.06 is rated as high level of satisfaction, below 1.14 is categorized as low level of satisfaction and score between 1.14 and 4.06 is categorized as medium. It is clear from table no.6 that only 1% of the car users who give for free services have high level of satisfaction. 5% of the car users have low level of satisfaction. 94% of the Hyundai car users have medium level of satisfaction regarding the free service provided by the company.

**4.2 Paid users of services of Hyundai car users**

This part of analysis deals with the opinion of the respondents who are paid users of service from Hyundai company showroom in Nizwa.

**Table 07: Satisfaction of paid car service**

Satisfaction	Satisfied	Dissatisfied	Total
No of responses	68	108	176
In percentage	39%	61%	100

Table no.7 shows the satisfaction of paid car users. It is evident that 108 (61%) customers out of 176 are dissatisfied. Remaining 68 customers (39%) are satisfied with the after sales services of the company. This analysis showed that the percentage of dissatisfied customers are more than the satisfied customers who gave for car services in Hyundai show room, Nizwa.

**Table 08: Levels of satisfied customers of paid car services**

Levels of satisfaction	Low (< 3.27)	Medium (3.27 – 4.83)	High (>4.83)	Total
Number of responses	17	29	22	68
In percentage	25%	43%	32%	100%

Table no. 8 exhibits the degree of satisfaction of paid car users. The mean is calculated as 4.05 and the standard deviation is 0.78. The table shows that 32% of the satisfied customers have high level of satisfaction. The degree of satisfaction is medium for 43% of the car users the level of satisfaction is low for 25% of the customers.

**Table 09: Levels of dissatisfied customers of paid car services**

Levels of dissatisfaction	Low (< 1.86)	Medium (1.86 - 4.96)	High (>4.96)	Total
Number of responses	24	47	37	108
In percentage	22%	44%	34%	100%

The levels of dissatisfaction is analysed through table no.9. The mean is calculated as 3.41 and the standard deviation is 1.55. From table, no 9 it is inferred that 34% of paid car users have high level of dissatisfaction. The degree of dissatisfaction is medium for 44% of the customers and the level of dissatisfaction is low for 22% of the customers.

**Table 10: Frequency of car service and satisfaction**

Satisfaction \ Frequency	Satisfied	Dissatisfied	Total
Regular	48 (74%)	17 (26%)	65 (100%)
Sometimes	17 (26%)	49 (74%)	66 (100%)
Rarely	3 (7%)	42(93%)	45 (100%)
Total	68	108	176

Table no. 10 shows both satisfaction of users and frequency of car service in Hyundai show room. Out of the 176 responses, 65 customers are regular in service with company show room. Among the regular customers 74% (48 responses out of 65) are satisfied and the remaining 26% are dissatisfied by the car service. 66 customers out of 176 gave their car for service in company showroom sometimes. 74% of the customers are dissatisfied. It is clear from the table that 45 customers gave rarely for service in company showroom and 93% (42 responses out of 45) are dissatisfied by car service. The following hypothesis is proposed and tested.

H0: There is no significant relationship between frequency of car service and satisfaction.

H1: There is a significant relationship between frequency of car service and satisfaction.

The chi square statistic is 58.00. The P value is 0.00001 which is less than 0.05. Hence the result is significant at 2 degrees of freedom. Thus it is proved that there is a significant relationship between frequency of car service and satisfaction. Therefore it is inferred that only satisfies customers prefer to service in show room. Dissatisfied customers visit showroom sometimes or rarely.

**Table 11: Period of car usage and frequency of car service**

Period of car usage/ frequency of car service	Regularly	Sometimes	Rarely	Total
0-5 years	18 (45%)	17 (43%)	5 (12%)	40 (100%)
> 5-10 years	28 (33%)	33 (38%)	25 (29%)	86 (100%)
> 10 years	19 (38%)	16 (32%)	15 (30%)	50 (100%)
Total	65	66	45	176

Table no.11 reveals the period of usage of cars and the frequency of car service. Out of the 176 customers 40 car users use less than 5 years. 45% of the users who use car for less than 5 years give regularly for car services in Hyundai showroom. There are 86 car users out of 176, who use for more than five to ten years. 33% of the car users who use between five to ten years regularly service their car in company showroom. Also 38% of the car users who use car for more than 10 years regularly give for car services in company showroom, Nizwa. The following hypothesis is proposed and tested.

H0: There is no significant relationship between frequency of car service and usage of car.

H1: There is a significant relationship between frequency of car service and usage of car.

The chi square statistic is 5.32. The P value is 0.255 which is greater than 0.05. Hence the null hypothesis is accepted. There is a no significant relationship between frequency of car service and number of years of car usage.

**Table 12: Period of car usage and satisfaction**

Period of car usage/ satisfaction	Satisfied	Dissatisfied	Total
0-5 years	18 (45%)	22 (55%)	40 (100%)
> 5-10 years	27 (31%)	59 (69%)	86 (100%)
> 10 years	23 (46%)	27 (54%)	50 (100%)
Total	68	108	176

Table no.12 exhibits the period of usage of cars and the satisfaction of car service. Out of the 176 customers 40 car users use less than 5 years. 45% of the users who use car for less than 5 years are satisfied by the car services in Hyundai showroom. There are 86 car users out of 176, who use for more than five to ten years. 31% of the car users who use between five to ten years are satisfied by services offered by the company Also 46% of the car users who use car for more than 10 years are satisfied by the car services in company showroom, Nizwa. The following hypothesis is proposed and tested.

H0: There is no significant relationship between period of car usage and satisfaction.

H1: There is a significant relationship between period of car usage and satisfaction.

The chi square statistic is 3.72. The P value is 0.155 which is greater than 0.05. Hence the null hypothesis is accepted. There is a no significant relationship between period of car usage and satisfaction. It cannot be inferred that satisfaction of services is dependent on the number of years of car usage.

**Table 13: Nature of car service in show room and satisfaction**

Experience/ Nature of car service in show room	Satisfied	Dissatisfied	Total
Minor service only	19 (42%)	26 (58%)	45 (100%)
Major service only	14 (22%)	49 (78%)	63 (100%)
Both minor and major service	35 (51%)	33 (49%)	68 (100%)
Total	68	108	176

The above table no.13 exhibits the nature of car service users give in Hyundai show room, Nizwa and the satisfaction. Out of the 176 sample respondents, 45 consumers gave only for minor service in company show room. Among these 42% of the consumers are satisfied and 58% of the consumers who gave for minor service are dissatisfied. Among the 176 sample respondents, 63 samples gave their car only for major service. Among the major car service customers 78% of the customers are dissatisfied and only 22% of the customers are satisfied. Among the customers who gave the vehicle for both minor and major services in company showroom, 51% are satisfied and remaining 49% are dissatisfied. Thus the following hypothesis is proposed and tested.

H0: There is no significant relationship between nature of car service and satisfaction.

H1: There is a significant relationship between nature of car service and satisfaction.

The chi square statistic is 12.12. The P value is 0.0023 which is less than 0.05. Thus the result is significant and the null hypothesis is rejected. There is a significant relationship between nature of car service and satisfaction. It is concluded that those who gave for minor service are more satisfied than others. Also customers who gave for major service are dissatisfied than other types of services.

**Table 14: Nature of car service and place of car service**

Nature of service/ Place of car service	Minor service	Major service	Both minor and major service	Total
Company showroom	7 (18%)	4 (11%)	27 (71%)	38 (100%)
Private garage	19 (33%)	29 (50%)	10 (17%)	58 (100%)
Both in showroom and private workshop	19 (24%)	30 (37%)	31 (39%)	80 (100%)
Total	45	63	68	176

Table no. 14 compares the nature of car service and place of car service. Among the 176 respondents, 38 customers gave for car service in company showroom. Out of these, 18% gave for minor service in show room, 11% gave for major service and 71% of the customers gave for both minor and major service in company show room. Among the car users who

gave for servicing in private garages, 50% gave for major service and 33% of the users gave for minor service. Thus the following hypothesis is proposed and tested.

H0: There is no significant relationship between nature of car service and place of car service.

H1: There is a significant relationship between nature of car service and place of car service.

The chi square statistic is 29.35. The P value is 0.00001 which is less than 0.05. Thus the result is significant and the null hypothesis is rejected. There is a significant relationship between nature of car service and place of car service. It is concluded that those who gave for minor service give it to company showroom. Customers who gave for major service gave the car in private garages for service.

**Table 15: Coefficient of variation factors for satisfied customers**

No	Services	Mean	SD	CV (%)
1	Availability of spare parts	4.05	0.86	21.23
2	Availability of Technicians	3.82	0.94	24.72
3	<b>Car wash</b>	3.85	0.75	19.48
4	Change of engine oil and filter and brake oil	3.80	0.91	24.11
5	Special service	2.75	1.25	45.46
6	Delivery time	3.36	1.04	31.16
7	Parts replacement / warranty	3.64	0.87	24.04
8	Price of service	2.39	1.31	54.95
9	Notification of service	3.60	0.99	27.60

Through table no. 15, the factors that are consistent and reliable for the satisfied customers are analysed. Coefficient of variation (CV) is used to measure the consistency and reliability. The coefficient of variation is calculated by using the formula (standard deviation/mean) x 100. The CV values that are less are more consistent and reliable. It is evident that the most consistent factor that influences the satisfied customers are car wash and availability of spare parts.

**Table 16: Coefficient of variation factors for dissatisfied customers**

No	Services	Mean	SD	CV (%)
1	Availability of spare parts	2.83	1.18	41.69
2	Availability of Technicians	2.47	1.17	47.36
3	Car wash	2.41	1.12	46.34
4	<b>Change of engine oil and filter and brake oil</b>	2.35	0.96	40.85
5	Special service	1.50	0.81	53.96
6	Delivery time	2.09	0.99	47.35
7	Parts replacement / warranty	2.35	1.36	57.87
8	Price of service	1.37	0.83	61.16
9	Notification of service	2.07	1.10	53.14

The table no.16 showed the major factors influencing the dissatisfied customers. The major factor that affects the dissatisfaction of car users is in the change of engine oil, filter and brake oil. Another factor that leads to dissatisfaction of the customers is availability of spare parts.

**Table 17: Preference of customers to service in future based on experience**

Experience/ Prefer car service in future	Satisfied	Dissatisfied	Total
Hyundai service center, Nizwa	43 (63%)	0	43
Hyundai service center other than Nizwa	16 (24%)	22 (20%)	38
Private garage/ work shop	9 (13%)	86 (80%)	95
Total	68(100%)	108(100%)	176

Table no.17 reveals the preference of customers to give service in future. It is found that 63% of the satisfied customers gave for car servicing in Hyundai service center, Nizwa itself. 24% of the satisfied customers prefer to give in Hyundai show room except Nizwa. 13% of the satisfied customers still prefer to do car services in private workshops in future. Among the dissatisfied customers none of the car users prefer to visit Hyundai showroom, Nizwa. 20% of the dissatisfied customers prefer to give for car servicing in Hyundai show room other than Nizwa. It is clear that 80% of the dissatisfied customers prefer to do car servicing in private workshops in future.

**Table 18: Recommend to friends or relatives based on satisfaction**

Recommend	Satisfied	Dissatisfied	Total
Yes	52 (76%)	5 (5%)	57
No	16 (24%)	103 (95%)	119
Total	68	108	176

Table no.18 highlights the opinion of the customers whether they recommend the services in Hyundai show room to their friends or relatives. Among the satisfied customers, 76% of the car users recommend to others and 24% of the satisfied do not recommend to others. Comparing the dissatisfied customers, 95% of the dissatisfied customers do not recommend to others.

## 5. FINDINGS OF THE STUDY

1. Out of 159 respondents who give car for free service in Nizwa show room, 95 respondents (60%) are satisfied. Remaining 64 respondents (40%) are not satisfied by free services offered to them from Hyundai show room in Nizwa. It is found that out of 335 responses, 176 customers for paid service in Nizwa show room. 108 customers (61%) are dissatisfied and 68 customers (39%) are satisfied with the after sales service of the company.
2. It is found that 32% of the satisfied customers have high level of satisfaction. The degree of satisfaction is medium for 43% of the car users and the level of satisfaction is low for 25% of the customers. It is revealed that 34% of the dissatisfied customers have high level of dissatisfaction. The degree of dissatisfaction is medium for 44% of the customers and the level of dissatisfaction is low for 22% of the customers.
3. The major factors that are associated with customers dissatisfaction are change of engine oil, filter and brake oil (CV = 40.85) and availability of spare parts (CV = 41.69). The main factors that are related to customer satisfaction are car wash with a CV value of 19.48 followed by availability of spare parts (CV = 21.23).
4. Among the car users who gave for minor service, 42% of the consumers are satisfied and 58% of the consumers are dissatisfied. Among car users who gave their car only for major service, 78% of the customers are dissatisfied and only 22% of the customers are satisfied.

5. It is found that 63% of the satisfied customers gave for car servicing in Hyundai service center, Nizwa itself. Among the dissatisfied customers, none of the car users prefer to visit Hyundai showroom, Nizwa in future. 24% of the satisfied customers prefer to give for car services in Hyundai show room except Nizwa. 13% of the satisfied customers still prefer to do car services in private workshops in future. 20% of the dissatisfied customers prefer to give for car servicing in Hyundai show room other than Nizwa in future. 80% of the dissatisfied customers prefer to do car servicing in private workshops in future.

## 5.1 Recommendations

### 5.1.1 For free service users

1. It is recommended that the Hyundai showroom in Nizwa should adopt '*service enhancements*' for the satisfied customers of free service that constitute 60%. The company should give value addition to customers like free pick up and free delivery of car.
2. For the dissatisfied customers (40%) of free service users, the company should use '*benefits reinforcement strategy*'. This means the company should tell customer all information about service and the importance of each step, communicating what component parts they change and taking the customer inside the service place and replacing the oil and filter in their presence.
3. It is recommended that the Hyundai service center in Nizwa should implement '*protect the relationship strategy*' for those customers who are willing to service in showroom (22%) after the warranty period. This helps the company to retain the customers.
4. 38% of the free service customers have decided not to service in company showroom in future. The company should adopt a '*proactive marketing strategy*' to these customers. Company should contact the customer from time to time with suggestions about improving the services and to understand what problem they faced and solve it.
5. 40% of the customers have not decided to continue service with showroom in future. The company can adopt '*enhance the relationship*' as they may switch over. To avoid this the company should provide value added services.

### 5.1.2 For satisfied paid service users

1. Among the satisfied customers who gave for paid service in show room 25% have low level of satisfaction. The company can use "*Reassurance relationship*" with these customers. They should stay in touch with customer and follow them to identify their needs. This develops trust and confidence.
2. For 43% of the paid users in showroom who have medium level of satisfaction, the company can adopt '*build customer engagement strategy*'. Through this, the company should engage customers with emotional or rational attachment or commitment.
3. The company may use "*loyalty schemes*" for the high level of satisfied customers (32%). They are the delighted customers of the company. The showroom should provide customer rewards for regular customers like value addition in services or point in each service.

### 5.1.3 For dissatisfied paid service users

1. It is recommended that the Hyundai showroom in Nizwa should *build a strong relationship* for paid service customers whose level of dissatisfaction is low (22%). The company can have a personal discussion with this customers and collect feedback and resolve it.
2. Among the dissatisfied customers 44% have medium level of dissatisfaction regarding the car service with the company. The company should *solve customers' problems* and should understand what are the problems faced by the customers and solve it.
3. 34% of the dissatisfied customers showed high level of satisfaction. These customers switched over to private shops or other showrooms. The company should adopt '*win back customer strategy*' for the highly dissatisfied customers. The company can offer a free service campaign for three months (provide 3 services free) and provide excellent services more than the customer's expectation to get back the lost customers.

## 5.2 Conclusion

Customers play a significant role in every business around the world. The basic objective of every business is to satisfy its existing customers and to attract new customers. Organizations focus their attention on retaining existing customers rather than attracting new customers. Hunyadi company show room it consists two kinds of cars services paid and free service. The study results showed that 47% of the car users give their car to the show room for free service. At the same time, 53% of Hyundai car users give it to company show room in Nizwa for paid service. However, 60% of car users who gave for free services (up to 30, 0000 kms) are satisfied. Remaining 40% of the respondents are not satisfied by the free services offered to them. Moreover, the willingness of Hyundai car users to give for service in show room after free service period of 30,000 kms up to 100,000 km showed that 44% are not willing to give car for service in show room. Among the paid car users 61% customers are dissatisfied. The most consistent factor that influences the satisfied customers are car wash and availability of spare parts. The major factor that affects the dissatisfaction of car users is in the change of engine oil, filter and brake oil. The study concluded by providing appropriate suggestions to retain the existing customers by adopting various customer relationship strategies to achieve the company goals.

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