Antecedents Of Customer Service At Motorway Service Area M-2 And Its Impact on Customer Value Service. An Evidence From Motorway Travellers In Pakistan

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Abstract

Connectivity of the different cities of Pakistan through international standards motorways are the most essential thing of connecting the people and goods through different means as the construction of roads had decreased the gap between the people who are travelling through different source of vehicles to reach their desired destination. These motorways not only reduce the time limit of the people but have given the international standard travelling experience to its respective people. The concept of making the rest areas as part of motorways has emerged while construction of Islamabad-Lahore motorway was well underway this motorway is also known as M-2. Over the years the Motorway M-2 Islamabad-Lahore is delivering the services to its commuters by facilitating them through Services Area or Rest Areas. Customer satisfaction is one of the aspects of service quality which can be evaluated in terms of the procedural quality in an efficient way so that the customer gets what he is looking for and plans to return back to avail the same services. While on the other hand the service quality is usually refers to the customer's perception of how the service is delivered to them and the expectations are matched against the services or not.

Keywords: Customer Value, Expectation Level, Perceived Service Quality, Customer Feedback, Satisfaction
Introduction

Efficient roads and transportation are one of the most essential things of connecting the people and goods through different means as the construction of roads had decreased the gap between the people who are travelling through different source of vehicles to reach their desired destination. Pakistan is the country which is in the process of becoming a developed country and with the total area of Pakistan it requires new ways of connecting the people through building of infrastructure in the foam of roads. The country is doing a joint venture with China in China Pakistan Economic Corridor (CPEC) on building the infrastructure of the country. In that infrastructure, connectivity of the different cities of Pakistan through international standards motorways has a prime focus in it. The physical structure in the forms of roads has a huge impact on the development of the country as the connectivity of the different regions of the country get access with each other and helps in availing the facilities with easy access to each region or different cities which will help in trade and opened the opportunities for the masses. (Rehman, 2018) According to different experts and economists, after the completion of the China Pakistan Economic Corridor (CPEC) Pakistan will be a part of the top 30 Economies of the World. (Brinded, 2017).

The government had taken an initiative of making a total of fourteen motorways in Pakistan that will connect its different provinces of the country. In these numbers of motorways few are operational and others work are progress as they are in phase of planning and construction. In today’s world, the concept of rest areas or services area has become an enormous demand of the public in different parts of the world because of the valuable services, safety and easiness that the services areas or rest areas are providing to its travellers. (Alawayed, 1986) In Pakistan, due to increase in the infrastructure of the country, to make the motorways that help in connecting the cities and also bring immense business opportunity at these motorways. The rest areas or service areas are becoming the priority of the government to facilitate its travellers. In this way the travellers can enjoy the facilities and open the opportunities to run the business that will increase the opportunities for the people.

In Pakistan, the road transportation initiative got emerged in the late 1990’s when the government took the initiative of making the motorways in the country. This motorway not only
reduces the time limit of the people but has given the international standard travelling experience to its respective people. These motorways not only used for having a great experience of travelling as compared to G.T roads but also has given new business opportunities to its people as government took an initiative to make a service areas or rest areas as part of the motorways so that people can avail different kinds of facilities like Refueling, Food or any maintenance services that may occurred in their vehicle. Attractive and useful rest area or rest station can cheer the travellers to use a safe location off the roadway to take a break from driving or travelling, give rest to their vehicle and refresh themselves by having a food and after doing all the thing the travellers can easily depart from there and be more vigilant and fresh while travelling on the motorway to reach its desired location. (Tint, 2013) The concept of making the rest areas as part of motorways has emerged while construction of Islamabad-Lahore motorway was well underway this motorway is also known as M-2.

Customer satisfaction is one of the aspects of service quality which can be evaluated in terms of the procedural quality in an efficient way so that the customer gets what he is looking for and plans to return back to avail the same services. While on the other hand the service quality is usually refers to the customer’s perception of how the service is delivered to them and the expectations are matched against the services or not. (Isai, 2020) The one of the most important aspect of delivering the valuable services is to get the feedback from the customer and developed a mechanism where the customer can easily access the concerned person if they face any sort of thing which seems too bad for them or are not matched the defined standards. In this type of case the service delivery can be effectively used and the chances of improvement occurred. So it is necessary that the complaint handling concept should be adopted as it has a huge impact on the quality assurance of the service delivery and this not only helps in improving the service delivery but also has huge impact on customer behavior. (Davidow, 2003)

The measuring of the services based on the quality requires the basic understanding of the nature of the services providing to the customers. The service providers should devise a plan in order to develop the interest among the customers by adopting the marketing strategies. (Yarimoglu, 2014) The basic tool of providing the service is to always consider that customer is everything because of customer the business operations get the survival. In this scenario the customer loyalty gets emerged and when the services are good the flow of information also get the
enhancement as people communicate with each other about their experiences and which lead towards the growth of the firm. The customer loyalty is a long term thing for any business operations so it is necessary to provide the quality services so that the customer shall remain intact. (Lin, 2009)

Over the years the Motorway M-2 Islamabad-Lahore is delivering the services to its commuters by facilitating them through Services Area or Rest Areas. The service area comes in the jurisdiction of Ministry of Communication, Government of Pakistan. Previously, the services delivery of defined service area or rest areas at M-2 was under the company named Daewoo. In 2015, the contract of Daewoo was finished because of the time limited they had committed with National Highway Authority. Afterwards the M-2 Services were given to Frontier Works Organization (FWO) and FWO has made a subsidiary named Motorway Operations and Rehabilitation Engineering (MORE). This subsidiary of FWO is looking the affairs of Motorway M-2 and its service areas. All the facilities were properly monitored and have an aim to deliver the services based on quality and commuter value service.

**Significance of Research**

The purpose of conducting the research is to get the feedback or information of the services which are providing to the commuters. The commuters who are travelling at M-2 and staying at service areas are satisfied or not towards the services provided to them. This research also aims to spread the awareness among the people regarding the people expectations and whether there expectations or belief regarding the services were matched for as per defined standards.

**Underpinning Theory**

While conducting the research the theory “Expectation Confirmation Theory” which was given by Richard L Olivier and it shall be implemented to get the results. The particular theory is based upon satisfaction and to measure this satisfaction three variables are used in this regard. The variables to measure satisfaction are Expectations, Perceived Performance and Disconfirmation Belief. This theory is used in marketing field and the area of the research paper was the services sector so that is why this theory is adopted. The research is based upon M-2 Islamabad- Lahore Motorway Services Area of Pakistan.
The first variable expectation, in this case when the customer travelled on Motorway so what are his/her expectations regarding services provided to them. In this case, after availing the services or product the expectation level of the customers matched or not against the services provided to them and it links with our first independent variable for the research named expectation level. The second variable perceived performance, in this case the customer has an perception against the services given to them and in this scenario when the customer came to service area and have an perception about the services, and when the customer avail the services it leads towards two thing whether the customer is satisfied or unsatisfied and it links with our second independent variable for the research named perceived service quality. The third variable disconfirmation of beliefs, in this case the customer basically evaluates the product or services given to them. When the customer came and avail the service or product it lead towards satisfied customer or unsatisfied customer and this can be found by taking feedback from the customer and for that instant it links with our third independent variable for the research named customer feedback. This has a positive or negative impact on the services provider because the customer will evaluate the performance of the services provider which is given by services area of M-2. The above explained variables lead towards the satisfaction and it links with our fourth independent variable for the research named satisfaction. This is the theory which is used while conducting the research, The services area of M-2 is providing the services to the customer and this theory was used to check whether the customer are getting what they are expecting as well as the perception they have against the services, secondly whether their belief changed or not against the service provider. This can only be measured by having the feedback of the customer and for that instant it leads towards the satisfaction or un-satisfaction of the customer and while doing this we are given value to the customer and for that instant it links with our dependent variable for the research named customer value to evaluate everything while conducting the research because the customer is everything for the success of any service provider.

These variables gives the value to the customer as the aim of any firm or organization is to deliver their product or services by considering that customer is everything and by giving the value to customer it will have a huge impact towards the firm success. In this particular research we will use this theory to evaluate all the things related towards the Services Area of Motorway
M-2. This theory will help in generating the findings of the different people based upon their visit to services area.

**Research Questions**

In the following section we will discuss these four questions.

1. What is the effect of expectation level on customer value?
2. What is the effect of perceived service quality on customer value?
3. What is the effect of customer feedback on customer value?
4. What is the effect of satisfaction on customer value?

**Literature Review**

The following is the literature review of this article. The proposed theoretical framework is explained in this section i-e firstly, the dependent variable explained and afterwards the independent variables were explained.

**Customer Value**

The concept of customer value can be cleared in terms of the customer perception as when the customer get the benefit of the product or service against the amount that the customer sacrifices to avail those service or product. (Zeithaml, 1988) Simply the customer value can be defined as the buyer or consumer intentions and perceptions of the product value or services totally based upon the tradeoff between two things the one is of the quality or the benefits the buyer receives and the other one is the amount that the buyer paid to avail that product or services or the sacrifice the customer paid for that particular product or service. (Dodds, 1991)

The customer value simply refers as an emotional bond which is created between a customer or buyer and a producer or a supplier after the customer has used a relevant product or service and in such a way the emotional bond leads towards the buying of that particular product or services again and again, this results in recommendations of the product or services to the masses like family, friends and the product gets the marketing and the consumption of that product increases. (Butz, 1996) A customer value also creates a position for the larger customer to achieve the value of the customer whenever the seller creates the value to the concerned customer against all
the market competitors. (Slater, 2000) The main purpose of the marketing is to achieve the goal of the sustainable markets by setting the goal of making the customer as a superior customer to accomplish the goal of making individual, organizational and societal as a value of the customer which leads towards the part of sustainable strategy of the markets. (Smith, 2007)

The customer value of the product or services is dependent upon many factors to evaluate the particular product or services, few can be defined in a way like reliability, assurance, empathy, tangibles and responsiveness (Berry, 1990) The term reliability refers towards the ability to perform the services as per promised, the term assurance refers towards the courtesy of the employee to deliver or convey the service in a better way to get the trust from the individual, the term empathy refers is the care and attention provided to the valuable customer, the term tangible refers towards the physical appearances of the things like physical facilities for customers and last the responsiveness refers towards the to take good care of the customers and help them. (Parasuraman, 1991)

The customer value perspective shall be based upon the generating the mechanism from the experiences of the customers that may result in improving the customer relationships based upon the quality of the delivery of services and for that instant the loyal customer value generated which is important to any firm or organizations (Slater, 2000) It is necessary to have a depth study of the things which is important to see the problems related towards effecting the customer value and for that instant we should always find the problems and to develop the mechanism to resolve the problems. (Reichheld, 1996) In this way the organizations work hard on finding the root causes and from that they work on those particular things so that the value added in the product for customers can’t be compromised and the customer shall remain loyal towards their product (Moore, 1995).

**Expectation Level**

The component of expectation has been defined in several ways as it has various definitions based upon different scenarios like expectation based upon standards of the services, consumers perceptions, desires and performance against the product or services and whether those performance has a worth and the way consumer expect it get the same result for that or not. (Zeithaml, 1993) The Customer expectations are totally based upon the beliefs about the product
that was served to the customers based upon the set standard against which the customers judge the performance of the product or services (Olson, 1979). The creation of the expectations is the basic part of any decision making process of the individual, firms or organizations the private or public institutions. (Pesaran, 2006)

“Customers use their expectations as important reference points to evaluate service performance” (Parasuraman, 1988). The reference points are based upon the service performance is not always the same as it changes throughout the time and the level of expectation shall be increased or decreased based upon the experience of the customers while availing the services or buying the product (Rust, 1999). The level of expectation can be judged based upon the reality of the services which the customer gets from the concerned services provider (Boulding, 1993). The sources of customer expectation can be thoroughly explained with the experience of the customer, the experience of the customers can be derived from the norm which is factually based upon the performance of that particular product or the services upon the customers and based upon the performance of that particular product or service the satisfaction level of the customers arises. (Cadotte, 1987)

The success of any firm or organizations depend upon the skillful management which has an one goal is to satisfy the needs of the customers and to match the expectations of the customers by providing them the services which the firm or organizations has set their standards and to maintain that standard the firm or organizations manage their times accordingly and closely monitors the customers expectations level again and again. (Clow, 1993) The customers always thinks about the particular product or services that maximizes the value and in that case it creates an expectation about the value of that product or services and when the expectations fulfilled it generates the value of that product or services towards the customer and which results in consuming that product or services more often. (Tsai, 2010)

**H1: Expectation Level has a positive impact on Customer Value**

**Perceived Service Quality**

Perceived service quality can be defined as “a global judgment, or attitude, relating to the superiority of the service” (Parasuraman. 1988). Moreover, it shall also define as “the
consumer’s evaluation of the service performance received and how it is compared with their expectation” (Jiang, 2006). The service provider of any product must consider that whether the goals or objective they set against satisfying their consumers are accomplishing or not with the performance they are delivering against the product or services as the perceived service quality is based upon the result of the performance delivered by the firm and what the consumer is expecting from the firm to provide the services. (Spreng, 1996)

Perceived Service Quality has an huge impact upon the preferences of the customers as when the customer preferred that particular product or service against all the market competitors it also recommends the services of that product to other masses (Gremler, 1996) This is a positive sign for the services provider as the marketing of the product gets boost up and the customer loyalty gets emerged based upon the good experience as it lead towards the using of the services again and again, furthermore when the perceived service quality has a high standard level then the customer never bother of the price factor of the product or services as customer is always looking for the quality of services and it always willing to pay higher price for the goods that standards of the product or services. (De Ruyter, 1998)

The managers of the firm or organizations who tend to increase the customer perceived quality should always reduce the gap between the service received by the customer and the expectation of the customer for receiving that particular services so that the customer expectations and delivery of the service shall be maximized to increase the satisfaction of the customers (Edvardsson, 2000). If the customers expect the services which are low they will perceive the firm who are providing the services as low service provider and when the firm tries to increase the expectation level of the customers then the perceived value shall be increased so it is necessary for the firm to balance the things in order to have good impact (Hamer, 2006). When the customers perceive more about the product or services to receive, the value of that product or services gets more based upon the experience of the customers and for that instant the customers are not only purchasing or buying the goods or services but also getting the benefits by matching the perception of the product or services and in return it increase the value of the customer. (Nambar, 2018)

H2: Perceived Service Quality has a positive impact on Customer Value
Customer Feedback

The term customer feedback can be defined as the customer communicating about the particular product or services by giving their point of view of the particular product or services. (Erickson, 2001) The customer feedback can be derived from the explicit and implicit aspects and which depend upon the customer to whether provide the feedback or not against all the products or services (Yilmaz, 2013) In explicit method, the firms tries to collect the feedback by using the traditional method of collecting the data based upon the public review, surveys and to which the firms get the information about their product or services. (Ordenes, 2014) Secondly, the implicit feedback are collected from the customers based upon online reviews, reading time of the product number of clicks or log in into the website i-e online review and this type of feedback is purely based upon customer self-assessment as the firms didn’t request the customers for feedback (Poblete, 2008)

The feedback is of two types the positive one and the negative one which were used against the product or services and feedback was given by the users of the product or services. (Wirtz, 2010) The positive feedback refers towards the satisfaction of the customers against the product or services (Bachrach, 2006) The negative feedback refers towards the dissatisfaction of the customers against product or services and from this feedback firms or organizations focuses upon changing the things to satisfy their customers. (Toegal, 2003) There was an immense competition and huge diversification of the customers opinions in the market, in order to cope with that the market manufactures of the product or services always has a prime focus is to take the feedback to describe the services or complementary services against the product. (Mourtzis, 2018)

The firms or organizations and their departments are well known about the importance of feedback success and failure of the product or services they are providing to its consumers as they set a manual system based upon to collect the data related to their product or services and against that data they will properly analyze where they are standing against other competitors in the market. (Ziegler, 2008) The collection of customer feedback and then analyze the result is important for any organization as it allows them to learn and to adapt the things related to the preferences of the customer (Sun, 2011) To analyze the customer feedback it is necessary for any
firm or organization that how the change or shift in services will affect the firm to grow further in the market and if that has a positive impact on customers satisfaction or negative impact on customers satisfactions (Fisk, 1993). This can be judge by the companies based upon regularly feedback from its consumers and if the feedback is good and satisfy the needs of the customers then the firms do the things which will expand their ratio of customer so there is a huge importance of customer feedback against all the services or product offering by the firm and for that the improvement for the firms or organizations took place and help firm to grow further. (Ordenes, 2014)

**H3: Customer Feedback has a positive impact on Customer Value**

**Satisfaction**

The idea of satisfaction is perhaps or considered as a universal concept as it reflects upon the human ability to like or dislike anything based upon using the product or services (Veenhoven, 1996) The need for the measurement of the satisfaction is to confirm from the customers whether they are pleased or unpleased with the services quality or delivery of any particular product or services or not (Tahir, 2007). The satisfaction of the customer can be identified as emotional or cognitive response of any product or services as the consumer always tried to compare the product or services of set standards with other competitors and judged that thing whether their needs or wants are satisfied or not however the standards can be compared in terms of product, purchase decision, choice, price or the attitude of the sales person and that affect the decision of satisfaction of the customer (Giese, 2000).

The satisfaction is the performance indicator to measure the success or failure of any business as it has a direct relationship between them as many business firm always tried to spread their resources to reach the maximum masses and to ensure that their consumers are satisfied with their performance or not and for that instant the success or failure ratio shall be measured easily. (Isai, 2020) There is a persuasive need of the business to understand and measure the satisfaction level of the consumer both in domestically and internationally among various cultures (Fazio, 2000). The managers can learn and make a progressive approach that how their business will run across the globe and delivers the better delivery of their product or services so that the success
shall be made and it will create the more customers and a loyal customers and this can only be measured by checking the satisfaction level of the buyer or consumer. (Veloutsou, 2005)

The managers shall always know the group of the consumers and which defines satisfaction by them and interpret their level of satisfactions to get the reality based response. (Giese, 2000) The judgment of the customer related towards the satisfaction must be well known by the firm for the success and failure of particular product or services (Diener, 1985) The satisfaction of the customer is important and it can be found by giving the value to the customers based upon the delivery of product or services by the service provider (Ho, 2006)

**H4: Satisfaction has a positive impact on Customer Value**

**Theoretical Framework**

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
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<tr>
<td>Expectation Level</td>
<td>Customer Value</td>
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<tr>
<td>Perceived Service Quality</td>
<td></td>
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<tr>
<td>Customer Feedback</td>
<td></td>
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<tr>
<td>Satisfaction</td>
<td></td>
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</table>

**H1: Expectation Level has a positive impact on Customer Value**

**H2: Perceived Service Quality has a positive impact on Customer Value**

**H3: Customer Feedback has a positive impact on Customer Value**

**H4: Satisfaction has a positive impact on Customer Value**

**Methodology**

This research focuses upon the services areas which are located at Motorways of Pakistan. In addition to that our focus is to check impact of the services given to the customer while they travelled on motorways. In Pakistan, there are total of 12 motorways which are operational
The following are the motorways where the services area facility is available it includes M-1 Peshawar to Islamabad, M-2 Islamabad to Lahore, M-5 Multan to Sukkur and M-16 Swat Express. Our study focuses upon the services areas of M-2 Islamabad to Lahore Motorway and data was collected based upon the convenience and availability to gather data. The total distance in terms of kilometers of M-2 motorways is 347km and the services areas are located at five different locations named as Chakri, Kallar Kahar, Bhera, Sial and Sukheki. The total numbers of services areas which are located at M-2 are ten in nature with the concept of South and North bound location. In addition to South and North bound, if one is travelling from Islamabad to Lahore all the service areas were called South bound and also if one is travelling from Lahore to Islamabad then all the services area are called North bound. There are also several lay bay areas of M-2 which are located at different kilometer location i-e 256 km, 274 km, 109 km and 60 km of the total km of motorway with the same concept of south and north bound and 209 KM which is located at south bound only. This research focuses upon the services areas not upon the lay bay areas of M-2 motorway as the flow of people availing the services are higher in services area then lay bay areas. The reason for choosing the services areas of M-2 is to check the delivery of services given to the customers while travelling on M-2 and stayed at services areas.

The study design of our research is cross sectional in nature and has been adopted the quantitative research method. The study focuses upon to check the impact of independent variable on dependent variable as it includes four independent variables i.e Expectation Level, Perceived Service Quality, Customer Feedback and Satisfaction and one dependent variable Customer Value. In this research, the convenient sampling technique was adopted based upon self-administrated questionnaires which were taken from the research articles. In the research, the sample selection was based upon the respondents who have experienced the services of M-2 Services Areas. While conducting this research, the data was collected through authentic and reliable questionnaires as the questions were adopted from the scales of published research articles. The data was collected with the help of a Google Doc, a link of the questionnaires were adopted and was shared among people. The data was collected using Likert scale; the questionnaire was divided into two sections. One was demographic which includes service area name, gender, and age group and the other one was subjective one which consists of questions.
related to variables used while conducting this research. The questionnaire was circulated by using social media platforms like Whatsapp, Instagram, Facebook and Snapchat. The data was collected from 240 people but to have multicolinearity among the variables the data was tested from 177 responses. The data was analyzed with the help of the software named SPSS version 23.0 which was developed by IBM. The hypothesis was tested from this software and used statistical techniques such as correlation and regression. The data was analyzed from 177 responses and we get the result against that i-e correlation and regression analysis. The study has been completed in the span of 4 months. The measures used to fill the questions were designed of 5 point Likert scale where the respondents were guided and directed to indicate the degree of their agreement with each item, 1 being strongly disagree with the statement and 5 being strongly agree with it. The following are the scales with questionnaire from where it was adopted while conducting the research. The scale of customer value has been adopted from (Wang, 2004) which is the 20 item likert scale. The scale of expectation level has been adopted from (Bostan, 2007) which is the 6 item likert scale. The scale of perceived service quality has been adopted from (Burgers, 2000) which is the 8 item likert scale. The scale of customer feedback has been adopted from (Narver 1990; Schneider 1998; Sin 2000) which is the 4 item likert scale. The scale of satisfaction has been adopted from (Xu, 2013) which is the 14 item likert scale.

<table>
<thead>
<tr>
<th>DEMOGRAPHIC</th>
<th>PERCENTAGE</th>
</tr>
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<tbody>
<tr>
<td>AGE</td>
<td></td>
</tr>
<tr>
<td>Less Than 25</td>
<td>30.77%</td>
</tr>
<tr>
<td>26-35</td>
<td>48.87%</td>
</tr>
<tr>
<td>36-45</td>
<td>14.60%</td>
</tr>
<tr>
<td>46-55</td>
<td>5.76%</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>57%</td>
</tr>
<tr>
<td>Female</td>
<td>43%</td>
</tr>
<tr>
<td>Service Area</td>
<td></td>
</tr>
<tr>
<td>Chakri</td>
<td>35.95%</td>
</tr>
<tr>
<td>Kallar Kahar</td>
<td>30.89%</td>
</tr>
<tr>
<td>Bhera</td>
<td>20.78%</td>
</tr>
<tr>
<td>Sial</td>
<td>6.74%</td>
</tr>
<tr>
<td>Sukheki</td>
<td>5.68%</td>
</tr>
</tbody>
</table>
We have collected the data from the services area of M-2 Motorway by distributing the questionnaire through google doc link, we have characterized the demographic section as shown in the above table. In addition to demographic section, the age, gender and services area were particularly mentioned while filling the questionnaire. Age group of the individuals has been divided into further four categories. As per the results, the age limit between 26-35 has given the most responses with the rate 48.87%. The questionnaire has been generated through social networking sites to the ones who are travelling on motorway and availing the services. The second part of the demographic section is of gender, it is divided into two categories Male and Female, the male responded the questionnaire with the rate of 57% and female responded with the rate of 43%. The ratio of the percentage between genders is not similar due to the social and cultural factors but as the families travelled more often and stayed at services area responded to our request while sparing 5 minutes of their time that is why we get a good response from female travellers. The third section of demographic is services area usage by the customers, the services area are categorized in to five areas, and as per the results Chakri and Kallar Kahar got the more responses with the rate of 35.95% and 30.89% respectively and the Sukheki service area got the least with the rate of 5.68%. We used the convenient sampling technique while collecting the data so it was is easy for us to collect data from Chakri and Kallar Kahar.

**Results**

**Correlation and Regression Analysis**

In this research, the data has been collected and to check the authenticity, reliability, accuracy of the model by taking variable which are used while conducting the research and for that instant the collected data has been tested by using SPSS software. This practice was done to find the empirical findings of this study.

Table no.1 determines the reliabilities of the variables used while conducting the research in parentheses. The reliabilities of variables have been measured through SPSS by finding the cronbach’s alpha of each variable. To measure the cronbach’s alpha the values of each variable must be 0.7 to 1. (Nunnally, 1978) The values of cronbach’s alpha of each variable used in the research are accurate and within the defined standard of cronbach’s alpha. These are the cronbach’s alpha values of each variable and the independent variables values are, Expectation
Level has a value of .828, Perceived Service Quality has a value of .783, Customer Feedback has a value of .869, Satisfaction has a value of .834 and the dependent variable of Customer Value has a value of .911. Secondly, the correlation of each variable has been found after completion of finding the values of cronbach’s alpha. The descriptive statistics of (Means and Standard Deviation) of each variable were also written in the below Table:1 and the correlation was found among the variables, the dependent and independent variable which are well explained in the Table:1. The correlation of each variable was done to check whether there is multicollinearity among the dependent and independent variables. This was also done to check the strong relationship among the dependent variable with all the independent variables used in the research. There is a positive and significant relationship between Expectation Level and Customer Value with correlation \( r = .506^{**} \), there is a strong and positive relationship between Perceived Service Quality and Customer Value with Correlation \( r = .454^{**} \), and there is a significant relationship between Customer Feedback and Satisfaction with Customer Value with the correlation values of \( r = .597^{**} \) and \( r = .646^{**} \).

### Table 1: Results of Mean, Standard Deviation, Correlation and Multicollinearity

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expectation Level</td>
<td>4.1789</td>
<td>.66738</td>
<td>(.828)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived Service Quality</td>
<td>3.8849</td>
<td>.61229</td>
<td>.649**</td>
<td>(.783)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Feedback</td>
<td>4.0466</td>
<td>.80632</td>
<td>.697**</td>
<td>.533**</td>
<td>(.869)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction</td>
<td>3.7655</td>
<td>.63130</td>
<td>.613**</td>
<td>.624**</td>
<td>.553**</td>
<td>(.834)</td>
<td></td>
</tr>
<tr>
<td>Customer Value</td>
<td>3.4986</td>
<td>.70323</td>
<td>.506**</td>
<td>.454**</td>
<td>.597**</td>
<td>.646**</td>
<td>(.911)</td>
</tr>
</tbody>
</table>

\( n = 177 \), Cronbach’s alphas presented in parenthesis, **\( p < 0.01 \) (2-tailed)

### Regression Analysis

The analysis was done and we have observed the impact of independent variables of our research named as expectation level, perceived service quality, customer feedback and satisfaction on our dependent variable customer value. In this analysis we check some values which proves our
impact of independent variable upon dependent variable. The beta coefficient $r$ explains the strength of the independent variable with the dependent variable. R squared ($\gamma^2$) in the regression model represents the change in percentage of the dependent variable as the percentage of variance of the response which is defined by independent variable is indicated through linear regression model, and it is referred by R squared ($\gamma^2$). The accuracy of the results is shown by significance and the sign for showing accuracy and correctness is (**).

Table: 2 indicate the results of above mentioned values and the results indicate that the independent variables have a positive impact on dependent variable. The impact of expectation level has a significant and positive impact on customer value with the values of $\beta=0.506**$ with $\gamma^2=0.256$, with significance $p<0.001$. The impact of perceived service quality has a significant and positive impact on customer value with the values of $\beta=0.454**$ with $\gamma^2=0.206$, with significance $p<0.001$. The impact of customer feedback has a significant and positive impact on customer value with the values of $\beta=0.597**$ with $\gamma^2=0.356$, with significance $p<0.001$. The impact of satisfaction has a significant and positive impact on customer value with the values of $\beta=0.646**$ with $\gamma^2=0.417$, with significance $p<0.001$.

Table 2: Multiple Regression Results of Expectation Level, Perceived Service Quality, Customer Feedback & Satisfaction

<table>
<thead>
<tr>
<th>Variables</th>
<th>$B$</th>
<th>$\gamma^2$</th>
<th>Adjusted $\gamma^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expectation Level</td>
<td>0.506*</td>
<td>0.256**</td>
<td>0.252</td>
</tr>
<tr>
<td>Perceived Service Quality</td>
<td>0.454*</td>
<td>0.206**</td>
<td>0.202</td>
</tr>
<tr>
<td>Customer Feedback</td>
<td>0.597*</td>
<td>0.356**</td>
<td>0.352</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>0.646*</td>
<td>0.417**</td>
<td>0.414</td>
</tr>
</tbody>
</table>

**$p<0.01$ *$p<0.05$
Table 3: Shows that the positive and significant impact of expectation level, perceived service quality, customer feedback and satisfaction on customer value proves our hypothesis.

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Hypotheses</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Expectation Level has a positive impact on Customer Value</td>
<td>Confirmed/Significant</td>
</tr>
<tr>
<td>H2</td>
<td>Perceived Service Quality has a positive impact on Customer Value</td>
<td>Confirmed/Significant</td>
</tr>
<tr>
<td>H3</td>
<td>Customer Feedback has a positive impact on Customer Value</td>
<td>Confirmed/Significant</td>
</tr>
<tr>
<td>H4</td>
<td>Satisfaction has a positive impact on Customer Value</td>
<td>Confirmed/Significant</td>
</tr>
</tbody>
</table>

**Discussion**

In services sector, the value given to the customer plays an important role for the success or failure of any firm which is providing the services to the customers. Pakistan is the country which is rich in services sector as this sector has a huge contribution towards the nation’s economy (Ahmed, 2011). The aim of conducting this particular research is to check the factors like expectation level, perceive service quality, customer feedback and satisfaction which has an impact upon customer value. The aim of conducting the study is to get the results among the people regarding the services provided by the services areas of M-2 motorway Islamabad to Lahore. The variables being choose while conducting the research to find the relationship between independent variable with dependent variable. The relationship among variable has been tested by using SPSS software to find the significance of the factors which has an impact upon the customer value.

While conducting the research, we have made four hypotheses and to prove those hypotheses the study has been conducted. To test our hypotheses, the responses which we get from customers has been tested to find correlation and regression analysis of the variables used in the study. Our first hypotheses were to check the impact of expectation level with customer value. In the services sector, whenever the customer is availing the product or services they have some expectation against the particular product or services and to match those expectations the firm or
service provider do everything so that the customer satisfied with the product or service given to them. The results showed that there is a significant relationship between expectation level and customer value and our hypotheses have been proved in this regard. The M-2 Motorway is considered as the international standard motorway and it is famous for the quality assurance and service delivery. In Pakistani, people are availing the services and giving there honest reviews about services that’s why we observed a strong regression between them.

The perceived service quality variable has been chose to check the impact on customer value and for that instant the hypotheses has been made to identify the positive impact between them. As per the results, the perceive service quality has a significant impact upon customer value as the people who are travelling on motorway, the services they are getting has are well satisfying their perception about the services quality and delivery. So the hypotheses have been proved in an effective way. The customer feedback is being used as the third variable and to check the impact of any product or services it is necessary to find out the view of the customer and this can only be possible by taking a feedback from the customer. The hypotheses were made to check the impact of customer feedback on customer value and as per the results it has a significant relationship among them. The hypotheses have been proved in this scenario by taking the valuable feedback from the people who are travelling on motorway M-2 and availing the services of the services areas. These feedbacks not only help the improvement of the services but also bring positive image among the masses regarding the provision of services.

Whenever there is any sort of services provision, the important factor is whether the customer have been satisfied or not against the services provided to them. To check the impact of satisfaction of the customers availing the services of the services areas the satisfaction variable has been used in the study and hypotheses was made to check its impact upon customer value. The results have shown that it has a positive impact on customer value and the hypotheses were proved in this scenario. Customer is everything for the success of the services provider as if the firm needs success the satisfied customer is necessary to fulfill the goals set by the customer. All the variables are having positive impact upon the customer value and to give the value to the customer it is necessary to give proper time to customer, to fulfill the need of the customer, having a decent attitude towards them and show respect to the customer. These all things lead towards the value of the customer. As per the results, it showed that in Pakistan M-2 Motorway
is giving the value of the customer and with services they are providing has an positive impact upon the people who are travelling.

**Conclusion**

In this research, we have made the theoretical framework of four independent variables and one dependent variable and we have tested the impact of independent variable on dependent variable and the results shown that our hypotheses been proved. In this research we get to know many aspects related to customer value and we have studied one of the service sectors of the Pakistan. There is a lot of research done in Pakistan related to the services sector, but there is lack of research in this particular area which is services areas of M-2 motorway Pakistan. To spread the awareness among the masses regarding the services area is the aim of conducting the research. The reviews among the people related to the services area makes this research a more authentic and which will help assured the quality standards of delivering the services shall never be low. To be successful is to give the value to the customer who came to door step to satisfy the need and to fulfill the need, it is necessary to ensure the standards of services.

**Practical Implication**

Due to the increase competition in the markets and for that instant every firm is battling to win the race of becoming the number one stake holder of the market. This competition has made a positive impact on the market as the firms are working hard to satisfy the needs and wants of the customers by giving them quality assured services. Pakistan is the country where the importance of services sectors occurred as this sector contributes towards the GDP of the country. The country is going towards the development with efficient roads which were made within the country. This project is done under CPEC and given name as one road one belt. Due to increase number of motorways, the services area concept is also being emerged as the people need services while travelling. The research results were proved that if the services sector is giving quality services the people would come more often and avail those services. The value given to the customer is necessary for the success of anything. The variables used in this particular research can be used in any other motorways of Pakistan where the services areas are made. Moreover, these variables can also use in other sectors of the country which are delivering the services to the customers with the basic concept of giving the value to the customer.
Future Research and Limitation

Few limitations of the study, due to short time period this study is limited to one motorway M-2 of Pakistan. This research was conducted in 4 months and the data have been gathered through google doc link and then it will be analyzed. Since, we conducted our research during degree program so fewer variables were studied as there are many variables which has impact on customer value. There is not enough literature available against the services areas of Pakistan which is quiet surprising to see that a country which is in phase of development and giving the international standard services has not been highlighted in the research. There is a lot of more research papers should be written related to the motorways services area so that the people have more knowledge about the services given to them. This research will help understand people regarding the services areas and will help them to have literature to conduct the research.
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