

ANNEXURE. A.1.
SERVQUAL QUESTIONNAIRE- EXTERNAL CUSTOMERS' EXPECTATIONS
ABOUT SERVICE QUALITY

DIRECTIONS

- Based on your experiences as a consumer of education services, please think about the kind of school that would deliver excellent quality of service.
- Think about the kind of school you would be pleased to do business with (i.e. to attend). Please show the extent to which you think such a school would possess the feature described by each statement.
- If you feel a feature *is not at all essential* for excellent school such as the one you have in mind, **Circle the number 1-3. { I strongly disagree}**
- If you feel a feature *is absolutely essential* for excellent school, **Circle 5- 7. {I strongly agree}**
- If your feelings are less strong, **circle 4 in the middle.**
- There are no right or wrong answers- all what is important is a number that truly reflects your feelings regarding the school that would deliver excellent quality service.

	Strongly Disagree			Strongly Agree			
1. Excellent school will have modern-looking equipment	1	2	3	4	5	6	7
2. The physical facilities at excellent school will be visually appealing	1	2	3	4	5	6	7
3. Educators at excellent school will be neat-appearing	1	2	3	4	5	6	7
4. Materials associated with the teaching and learning such as text books, question papers, hand outs will be visually appealing	1	2	3	4	5	6	7
5. When the school promises to do something by a certain time, they will do so.	1	2	3	4	5	6	7
6. When a student has a problem, the school will show sincere interest in solving it	1	2	3	4	5	6	7
7. Excellent school will perform service right the first time	1	2	3	4	5	6	7
8. Excellent school will provide service at the time they Promise to do so.	1	2	3	4	5	6	7
9. Excellent school will insist on error-free records	1	2	3	4	5	6	7

	Strongly Disagree			Strongly Agree			
10. Educators at excellent school will tell learners when tests will be given	1	2	3	4	5	6	7
11 Educators in excellent school will give prompt service (attend classes on time, Provide immediate feed back)	1	2	3	4	5	6	7
12 Educators at excellent School will always be willing to help learners (customers)	1	2	3	4	5	6	7
13. Educators at the excellent school will never be too busy to respond to learners' (Customers) requests.	1	2	3	4	5	6	7
14 The behaviour of staff in an excellent school will instil confidence in customers	1	2	3	4	5	6	7
15 Learners at school will feel safe, respected and appreciated	1	2	3	4	5	6	7
16 Educators at the school will be consistently courteous with learners	1	2	3	4	5	6	7
17 Educators at the excellent school will have knowledge to answer learners' questions	1	2	3	4	5	6	7
18 Educators at the excellent school will give learners individual attention	1	2	3	4	5	6	7
19 Educators at the excellent school will be operating hours convenient to all their customers	1	2	3	4	5	6	7
20 Excellent school will have staff who will give customers personal attention	1	2	3	4	5	6	7
21 The school will have the learner's best interest at heart	1	2	3	4	5	6	7
22 The educators at Excellent school will understand the specific needs of the Learners	1	2	3	4	5	6	7

ANNEXURE A.3.

SERVQUAL QUESTIONNAIRE- EXTERNAL CUSTOMERS' PERCEPTIONS ABOUT SERVICE QUALITY

DIRECTIONS

- The following set of statements relate to your feelings about the school you are presently enrolled at. For each statement, please show the extent to which you believe your school has the feature described by the statement.
- Once again, circling a 1-3 means that you strongly disagree that your school has the feature, and circling a 5-7 means that you strongly agree.
- You may circle the number 4 in the middle that show how strong your feelings are.
- There are no right or wrong answers- all what is important is a number that best shows your perceptions about your school.

	Strongly Disagree			Strongly Agree			
1. My school has modern-looking equipment	1	2	3	4	5	6	7
2. The physical facilities at my school are visually appealing	1	2	3	4	5	6	7
3. Educators at my school are neat-appearing	1	2	3	4	5	6	7
4. Materials associated with the teaching and learning such as text books, question papers, hand outs are visually Appealing	1	2	3	4	5	6	7
5. When my school promises to do something by a certain time, it does so.	1	2	3	4	5	6	7
6. When I have a problem, the school shows sincere interest in solving it	1	2	3	4	5	6	7
7. My school performs services at the time it promises to do so	1	2	3	4	5	6	7
8. My school provides its service at the time it Promises to do so.	1	2	3	4	5	6	7
9. My school insists on error-free records	1	2	3	4	5	6	7

	Strongly Disagree							Strongly Agree	
10. Educators at my school tell learners when exactly tests will be given	1	2	3	4	5	6	7		
11 Educators in my school gives prompt service (attend classes on time, provide immediate feed back)	1	2	3	4	5	6	7		
12 Educators in my school are always willing to help me	1	2	3	4	5	6	7		
13. Educators at my school are never be too busy to respond to my requests.	1	2	3	4	5	6	7		
14. The behaviour of staff in my school instils confidence in me	1	2	3	4	5	6	7		
15 I feel Safe, respected and appreciated	1	2	3	4	5	6	7		
16 Educators at the school are consistently courteous with me	1	2	3	4	5	6	7		
17 Educators in my school have knowledge to answer my questions	1	2	3	4	5	6	7		
18 Educators in my school will give me individual attention	1	2	3	4	5	6	7		
19 My school operates hours convenient to all of us (its customers)	1	2	3	4	5	6	7		
20. My school has educators who give me Personal attention	1	2	3	4	5	6	7		
21 The school has my best interests at heart	1	2	3	4	5	6	7		
22 The educators at my school understand my specific needs	1	2	3	4	5	6	7		

THANK YOU FOR YOUR TIME TO COMPLETE THIS QUESTIONNAIRE.

**ANNEXURE B.1. {PART I}
INSTRUMENT TO MEASURE GAPS 1 THROUGH 4**

**SERVQUAL QUESTIONNAIRE- FOR SCHOOL MANAGERS' PERCEPTIONS OF CUSTOMERS' (LEARNERS') EXPECTATIONS ABOUT SERVICE QUALITY AND THEIR RELATIVE IMPORTANCE CUSTOMERS ATTACH TO FIVE DIMENSIONS
DIRECTIONS**

- This portion of the survey deals with how you think your customers (learners) feel about a school that, in their view, delivers excellent quality of service.
- Please indicate the extent to which your customers feel that excellent school would possess the feature described by each statement.
- If your customers are likely to feel a feature *is not at all essential* for excellent school, **Circle the numbers 1-3. { I strongly disagree}**
- If your customers are likely to feel a feature *is absolutely essential* for excellent school, **Circle 5-7. {I strongly agree}**
- If your customers' feelings are likely to be less strong, **circle the number 4 in the middle.**
- Remember, there are no right or wrong answers- I am interested in what you think your customers' feelings are regarding the school would deliver excellent quality service.

	Our customers would Strongly Disagree				our customers would Strongly Agree			
1. Excellent school will have modern-looking equipment	1	2	3	4	5	6	7	
2. The physical facilities at excellent school will be visually appealing	1	2	3	4	5	6	7	
3. Educators at the excellent school will be neat-appearing	1	2	3	4	5	6	7	
4. Materials associated with the teaching and learning such as text books, question papers, hand outs will be visually Appealing	1	2	3	4	5	6	7	
5. When the school promise to do something by a certain time, they will do so.	1	2	3	4	5	6	7	
6. When the student has a problem, the school will show sincere interest in solving it	1	2	3	4	5	6	7	
7. Excellent school will perform service right the first time	1	2	3	4	5	6	7	
8. Excellent school will provide service at the time they promise to do so.	1	2	3	4	5	6	7	

	Our customers would Strongly Disagree				Our customers would Strongly Agree			
9. Excellent school will insist on error-free records	1	2	3	4	5	6	7	
10. Educators at excellent school will tell learners when tests will be given	1	2	3	4	5	6	7	
11. Educators in excellent school will give prompt service (attend classes on time, provide immediate feed back)	1	2	3	4	5	6	7	
12. Educators at the excellent school will always be willing to help learners (customers)	1	2	3	4	5	6	7	
13. Educators at the excellent school will never be too busy to respond to learners' (customers) requests.	1	2	3	4	5	6	7	
14. The behaviour of staff in excellent school will instil confidence in customers	1	2	3	4	5	6	7	
15. Learners at school will feel safe, respected and appreciated	1	2	3	4	5	6	7	
16. Educators at excellent school will be consistently courteous with learners	1	2	3	4	5	6	7	
17. Educators at the excellent school will have knowledge to answer learners' questions	1	2	3	4	5	6	7	
18. Educators at the excellent school will give learners individual attention	1	2	3	4	5	6	7	
19. Educators at the excellent school will be operating hours convenient to all their customers	1	2	3	4	5	6	7	
20. Excellent school will have staff who will give customers personal attention	1	2	3	4	5	6	7	
21. The school will have the learner's best interest at heart	1	2	3	4	5	6	7	
22. The educators at Excellent will understand the specific needs of the Learners	1	2	3	4	5	6	7	

ANNEXURE B.1. PART II

DIRECTIONS

A. Listed below are five features pertaining to your school and the services it offers. I would like to know how important each of these features is to your customers when they evaluate the School's quality of service. Please allocate a total of 100 points among the five features according to how important each feature is to your customers- the more important a feature is to your customers, the more points you should allocate to it. Please ensure that the points you allocate to the five features add up to 100.

- | | | |
|---|------------|---------------|
| 1. The appearance of the schools' physical facilities, equipment, educators, and communication materials. | _____ | Points. |
| 2. The school's ability to perform the promised service dependably and accurately. | _____ | Points. |
| 3. The school's willingness to help customers and provide prompt service. | _____ | Points |
| 4. The knowledge and courtesy of the school's staff and their ability to convey trust and confidence | _____ | Points |
| 5. The caring, individualized attention the school provides its learners (customers) | _____ | Points |
| Total points allocated | 100 | Points |

B.

Which **one** feature among the above five features is

Most important to your customers? (Please enter the feature's number) _____

Which feature is ***the second most important to your customers?*** _____

Which feature is ***the least important to your customers?*** _____

ANNEXURE B.1. PART III

DIRECTIONS

A. Performance standards in schools can be formal: written, explicit, and communicated to educators (staff). They can also be informal: verbal, implicit, and assumed to be understood by educators (employees). For each of the following features, circle the number that best describes the extent to which performance standards are formalised in your school. If there are no standards in your school, check the appropriate box (i.e. make a tick inside the box).

	Informal standard				formal standards			No standards exist
1. The appearance of the schools’ physical facilities, equipment, educators, and communication materials.	1	2	3	4	5	6	7	[]
2. The school’s ability to perform the promised Service dependably and accurately.	1	2	3	4	5	6	7	[]
3. The school’s willingness to help customers and provide prompt services	1	2	3	4	5	6	7	[]
4. The knowledge and courtesy of the school’s staff and their ability to convey trust and confidence	1	2	3	4	5	6	7	[]
5. The caring, individualised attention the school provides its learners (customers)	1	2	3	4	5	6	7	[]

ANNEXURE B.1. PART IV

DIRECTIONS

A. Listed below are the same five features. Employees and units sometimes experience difficulty in achieving the standards established for them. For each of the features below, circle the number that best represents the degree to which your school and its employees are able to meet the performance standards established. Remember, there are no right or wrong answers- I need your candid assessments for this question to be helpful. If there are no standards in your school, check the appropriate box (i.e. make a tick inside the box).

Unable to meet standards consistently	Able to meet standards consistently	No standard standards exist
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1. The appearance of the schools’ physical facilities, equipment, educators, and communication materials. 1 2 3 4 5 6 7 []
2. The school’s ability to perform the promised Service dependably and accurately. 1 2 3 4 5 6 7 []
3. The school’s willingness to help customers and provide prompt Services 1 2 3 4 5 6 7 []
4. The knowledge and courtesy of the school’s staff and their ability to convey trust and confidence 1 2 3 4 5 6 7 []
5. The caring, individualized attention the school provides its learners (customers) 1 2 3 4 5 6 7 []

ANNEXURE B.1. PART V

DIRECTIONS

A. The school communications often make promises about the level of service a school will deliver. E.g. best pass rate, discipline and safety and security of learners and staff. In some organisations, it is not always possible to fulfil these promises. For each of the features below, I would like to know the extent to which you believe that your school and staff (employees) deliver the level of service promised to customers (learners). Circle the number that best describes your perception.

	Unable to meet promises consistently						Able to meet promises consistently
1. The appearance of the schools' physical facilities, equipment, educators, and communication materials.	1	2	3	4	5	6	7
2. The school's ability to perform the promised Service dependably and accurately.	1	2	3	4	5	6	7
3. The school's willingness to help customers and provide prompt services	1	2	3	4	5	6	7
4. The knowledge and courtesy of the school's staff and their ability to convey trust and confidence	1	2	3	4	5	6	7
5. The caring, individualized attention the school provides its learners (customers)	1	2	3	4	5	6	7

ANNEXURE B 2: [QUESTIONNAIRE FOR SCHOOL MANAGERS INCLUDING: SMT]

DIRECTIONS: Listed below are a number of statements intended to measure your perceptions about your school and its operations. Please indicate the extent to which you disagree or agree with each statement by circling one of the seven numbers next to each statement. If you *strongly disagree*, circle 1-3. If you *strongly agree*, circle 5- 7. If your feelings are not strong, circle the number 4 in the middle. There are no right or wrong answers. Please tell us honestly how you feel.

	Strongly Disagree							Strongly Agree
1. We regularly collect information about the needs of our customers	1	2	3	4	5	6	7	
2. We rarely use marketing research information that is collected about our customers (learners) (-)	1	2	3	4	5	6	7	
3. We regularly collect information about the service –quality expectations of our customers	1	2	3	4	5	6	7	
4. The managers in our school rarely interact with customers (learners) (-)	1	2	3	4	5	6	7	
5. The educators in our school frequently communicate with management	1	2	3	4	5	6	7	
6. Managers in our school rarely seek suggestions about serving customers from educators as (customer-contact personnel.) (-)	1	2	3	4	5	6	7	
7. The managers in our school frequently have face-to –face interactions with educators	1	2	3	4	5	6	7	
8. The primary means of communication in our school between contact-personnel (educators) and upper-level managers is through memos (-)	1	2	3	4	5	6	7	
9. Our school has many levels of management between Educators and top-management (-)	1	2	3	4	5	6	7	
10. Our school does not commit the necessary resources for service quality (-)	1	2	3	4	5	6	7	

	Strongly disagree						Strongly agree
11. Our school has internal programs for improving the quality of service to customers	1	2	3	4	5	6	7
12. In our school, managers who improve quality of service are more likely to be rewarded than other managers.	1	2	3	4	5	6	7
13. Our school emphasises high matric pass than serving the entire customers (-)	1	2	3	4	5	6	7
14. Our school has a formal process for setting quality of service goals for educators.	1	2	3	4	5	6	7
15. In our school we try to set specific quality of service goals	1	2	3	4	5	6	7
16. Our school effectively uses automation to achieve consistency in serving customers	1	2	3	4	5	6	7
17. Programs are in place in our school to improve operating procedures so as to provide consistent service	1	2	3	4	5	6	7
18. Our school has the necessary capabilities to meet customers requirements for quality service	1	2	3	4	5	6	7
19. If we gave our customers the level of service they really want, we would go broke. (-)	1	2	3	4	5	6	7
20. Our school has the operating systems to deliver the level of service customers demand	1	2	3	4	5	6	7

* Statements with a (-) sign at the end are negatively worded and therefore should be reverse-scored (i.e. a rating of 7 should be 1, 6 as 2 and 5 as 3, and so on)

THANK YOU FOR YOUR TIME.

**ANNEXURE B3 [QUESTIONNAIRE FOR CONTACT-PERSONNEL:
EDUCATORS]**

**{THE STATEMENTS IN THIS INSTRUMENT MEASURE ANTECEDENTS OF
GAP 3 AND 4}**

Directions:

- Listed below are a number of statements intended to measure your perceptions about your school and its operations.
- Please indicate the extent to which you disagree or agree with each statement by circling one of the seven numbers next to each statement.
- *If you strongly disagree, circle 1-3.*
- *If you strongly agree, circle 5-7.*
- If your **feelings are not strong, circle the number 4 in the middle.**
- There are no right or wrong answers. Please tell us honestly how you feel.

	Strongly Disagree			Strongly Agree			
1. I feel that I am part of a team in my school	1	2	3	4	5	6	7
2. Everyone in my school contributes to a team effort In servicing customers	1	2	3	4	5	6	7
3. I feel a sense of responsibility to help my fellow educators do their jobs well	1	2	3	4	5	6	7
4. My fellow educators and i cooperate more often than we compete	1	2	3	4	5	6	7
5. I feel that I am an important member of this school	2	3	4	5	6	7	
6. I feel comfortable in my job in the sense that I am able to perform the job well.	1	2	3	4	5	6	7
7. My school hires people who are qualified to do the job	1	2	3	4	5	6	7
8. My school gives me the tools and equipment that I need to perform my job well.	1	2	3	4	5	6	7

	Strongly disagree			Strongly agree			
9. I spend a lot of time in my job trying to resolve problems over which I have little control. (-)	1	2	3	4	5	6	7
10. I have the freedom in my job to truly satisfy my customers' needs	1	2	3	4	5	6	7
11. I sometimes feel a lack of control over my job because too many learners demand service at the same time. (-)	1	2	3	4	5	6	7
12. One of my frustrations is that I sometimes have to depend on other employees in serving my learners (-)	1	2	3	4	5	6	7
13. My supervisor's appraisal of my job performance includes how well I interact with customers (learners)	1	2	3	4	5	6	7
14. In my school, making a special effort to serve customers well does not result in more pay or recognition (-)	1	2	3	4	5	6	7
15. In my school, employees who do the best job serving customers are more likely to be rewarded than other employees	1	2	3	4	5	6	7
16. The amount of paper work in my job makes it hard for me to effectively serve my customers (-)	1	2	3	4	5	6	7
17. The school places so much emphasis on high matric passes that it is difficult to serve the entire customers (-)	1	2	3	4	5	6	7
18. What my customers want me to do and what management want me to do are usually the same thing	1	2	3	4	5	6	7
19. My school and I have the same ideas about how my job should be performed	1	2	3	4	5	6	7

	Strongly disagree						Strongly agree
20. I receive a sufficient amount of information from management concerning what i am supposed to do in my job.	1	2	3	4	5	6	7
21. I often feel that I do not understand the services offered by my school (-)	1	2	3	4	5	6	7
22. I am able to keep up with changes in my school that affect my job	1	2	3	4	5	6	7
23. I feel that I have not been well trained by my school in how to interact effectively with my customers (-)	1	2	3	4	5	6	7
24. I am not sure which aspects of my job my supervisor will stress most in evaluating my performance	1	2	3	4	5	6	7
25. The people who develop our advertising consult employees like me about the realism of promises made in the advertising	1	2	3	4	5	6	7
26. I am often not aware in advance of the promises made in our schools' advertising campaigns (-)	1	2	3	4	5	6	7

	Strongly disagree						Strongly agree
27. Employees like me interact with operations people to discuss the level of service the school can deliver to customers	1	2	3	4	5	6	7
28. Our school's policies on serving customers are consistent in the different departments that service the customers.	1	2	3	4	5	6	7
29. Intense competition is creating more pressure inside this school to design an attractive curriculum to attract new customers	1	2	3	4	5	6	7
30. Our key competitors make promises they cannot possibly keep in an effort to gain new customers (learners)	1	2	3	4	5	6	7

Thank you for your time.