Impact of Service Quality of Careem after acquisition by Uber on Customer Satisfaction

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ABSTRACT

This study is aimed at to evaluate the satisfaction level of the customers of Careem after its acquisition by Uber. Study investigated impact of five service quality parameters that are assurance, tangibility, reliability, responsiveness and empathy on customer satisfaction. The data was collected through structured questionnaire adopted on basis of extant literature. Respondents belong to Karachi city and a sample of 150 respondents participated in study. Ordinary least square (OLS) is used for empirical analysis of data. The empirical evidence suggests significant impact of assurance, responsiveness, empathy and tangibility; however, impact of reliability is confirmed to have insignificant relationship with customer satisfaction. All significant relationships carry positive coefficient values highlighting positive impact of independent variables on customer satisfaction. The analysis of empirical evidence hints that acquisition of Careem by Uber did not shake the confidence of customers in using Careem services. The study did not use control variables to check robustness of model. Inclusion of control variables may provide further insight on subject.

Key words: SERVQUAL, Customer Satisfaction, Careem, Uber,   acquisition

Introduction

Transportation holds a significant part in the progress of every country and it is considered to be an integral field in any country. Technology has been a major influencing

factor for transforming the transportation sector. The transportation has been evolved by incorporating the technology in this sector and that is the introduction of mobile based app transportation system. These transportations have caused a shift for the customers by providing a comfortable quality ride at their door steps rather than travelling in tradition taxis and public buses where they had to walk in order to access the public transportation. These new mobile based transportation works in a way that they track the location of the customers through GPS mapping, reach out to their customers once the ride have been secured, direct the customers about the shortest path to be taken in order to reach their destinations. These apps also enables the customers to estimate the cash for the destination by calculating through time taken to reach the destination and the distance travelled by using these transportation rides. Quality is considered to be an effective element of the business management and it can help the business owner understand what is expected from them to satisfy their customers and attract them to their service. There has not been decided on the consensus that what attributes compose a quality can increase the satisfaction levels. Quality has a direct link of the customer perception about the service with the customer prospect about a certain element of the service provided by the businesses.

Every business strives to improve its quality of the service to meet the customer's expectations. Improving the quality and then maintaining the quality of a services have been researched a lot and the business owners tend to look for ways through which they can enhance the quality of their product or a service. The customer's expectations regarding the quality of the services varies from individual to individual as they attach their perception of quality with various attributes of the service like price affordability, convenience, good attitude of the sales man etc. To improve the quality of the service the managers constantly have to work for strategies and their successful implementation along with the monitoring of the employees to ensure that high quality service is being provided to the customers to increase their customer satisfaction. The same is the case in the transportation section. Providing a conveyance facility is a service which the service providers constantly monitors to meet the customer's expectations regarding the quality of the service.

In large cities travelling around becomes extremely easy which makes one dependent on the transport facilities available for the public and app based rented cars due to messy traffic and few congested parking spaces. Apps for taxi services in the mobiles have become more convenient which helps public to take leisure in comfortable rides instead of driving personal vehicles. This mobile app based taxi service has become an efficient choice for youngsters and adults and even old age passengers prefer to get comfortable rides. In large cities of Pakistan that constitutes the urban population of Karachi, Lahore Islamabad and Rawalpindi people prefers to book a mobile phone based app cars because of very low standard of public transport. In 2002 Radio Cab and Metro Cabs were launched which serves the private car services but they were not mobile app based and were too expensive. To cope with the issues of low standard public transport urge for private car service rose. Soon after in integration of Careem and Uber the knowledge about private comfortable car services spread out and people accepts the services extensively. Due to this factor taxi services provided through mobile app acts as an adequate choice for customers. It is considered as an effective and efficient provision that is available all the time. However due to the availability of advanced mobile phone the technology market all over the globe have become gradually diverse and thus the presence of numerous mobile apps have made the availability of facilities much easier.

These highly advanced phones have mobile apps that consists of software's installed within it which makes the provision of various facilities like transportation, communication, access to social media, entertainment and shopping much more convenient. The transportation apps have been designed in a way that they are connected to the GPS to locate the locations of different passengers throughout the cities. The mapping software's helps them and the customers to track the taxis that are connected with this app and hence let them check for the estimated price for the ride from a specific location to the desired destinations. The drivers of these modern taxis collect the money from the passengers based on their calculations of the distance covered and the time taken. They also let the customers provided their valuable feedback which allows them to improve their services. The mobile apps for the transport facility operate in a way that let the people get the best out of these rides just while having an

internet connection and a smart phone which have this app installed in it. The metropolitan transportation can get the best results from these advanced taxi system based on the mobile apps that this can bring a significant reduction in the dependence on the privately owned transportation.

Dubai based Careem services were launched in Pakistan in October 2015 and was the first to move in the market, later on two new players emerged. The most famous one was Albayrak that is a Turkish based Taxi company and the other company is Uber that is a US based company. These facilities can be easily accessed through a mobile application. This mobile based app facility is easily available which gives number of ride options from Business cars to Rickshaw and motor bikes and nowadays a delivery bike too. Now a customer can have anything, anywhere and at any time. The customer or the client needs to have an internet connection to secure the ride facility. The app provides with the location of the Taxis available near the customer and after securing the ride the apps lets you know the details of the driver of the Taxi so one can coordinate with the Taxi driver about the destination details. Careem and the Uber keep the details of the driver which enables the customer to track the ride that includes the model of the car, number and color of the car. GPS is being used to make these apps work perfectly for the people around.

As the market grows the competition starts. Recently Dubai based Careem was acquired by the Sans Francisco based company Uber in over 3.1 billion dollars. This cost was received in 1.7 million dollars convertible notes and in cash it was 1.4 billion dollars. The deal was formed between the Careem and Uber that even after its acquisition the Careem will keep on operating under its own brand name and the app will remain unchanged. It will keep on working like a wholly owned subsidiary of Uber which will be led by its original founders.

The purpose of acquisition is to create a monopoly in the market and a warning sign for the increase in fare and degraded service quality. The study being carried out is unique in this field and the research will provide significant data on whether the people using Careem are satisfied with its quality or not. No such report have been carried out in Pakistan. Customer

satisfaction can be interpreted through this report that how service quality impacts on the satisfaction levels once it has been acquired by Uber in Pakistan. The model used in this paper to study the customer satisfaction levels by using Careem after its acquisition by Uber is known as SERVQUAL. It is famous for quantifying the experience and accommodation aspects of the quality by incorporating five dimensions.

Providing conveyance and resolving issues related to the transportation and conveyance has been a great concern for transportation providing companies for years. Their management have been thinking about ways on improving their quality so their reputation does not gets affected. These companies strive hard to maintain their good reputation in the transportation industry to keep their profits and for that they strive to attract the customers and retain the old ones by providing high satisfaction quality service to its users. Many researches have been carried out in this regard by utilizing various approaches and techniques to understand and interpret customer satisfaction levels about a particular transportation service.

This paper will discuss the customer's satisfaction level after using Careem transportation facility after its acquisition by a US based company known as Uber. For this SERVQUAL model have been used to quality the quality attributes associated with the service provided by Careem. The paper is arranged in a way that the section 2 highlights the literature and different studies being conducted under the discussed topic. It is followed by the construction of the research hypothesis and the methodology for this research. The results of the study have been discussed which leads to the conclusion and the recommendation by the research. This paper also provides areas for future research on this issue.

Objectives of the research:

The main objective of this research is to measure the quality of the service provided by Careem after its acquisition by Uber and its impact on the customer's satisfaction in Pakistan.

The research aim to highlight the transportation standards provided by the mobile based app transportation that is Careem.

Literature Review and Development of Hypotheses.

Customer Satisfaction:

Satisfaction of the customers is recognized to be as a part of customer expectation regarding towards the performance expectancy (Tse, 1998) and its constructs surrounds the performance as expected (Maggi, 1996). Service quality has been defined by a renowned construct called SERVQUAL as group of five main functions - responsiveness, tangibility, empathy, reliability and assurance (Parasuraman, 1988) Service Reliability is the probability that services performs adequately and accurately (Bouman, 1992) reliability will therefore be the services the Careem gives as required by the customers which in turns results in customer satisfaction. Responsiveness relates to the performance keeping the passengers informed and provides adequate response (Bouman, 1992) The nature of response is about the information of promotions and customer care services. Assurance referred to the level of trust and confidence towards customers. Tangibility is the appearance of personnel's, equipment's and physical facilities. The service quality functions discussed earlier are important predictors' of customer satisfaction (SA, 1992 and the). A lot of studies have been carried out to understand the relation between the customer satisfaction and the service quality. It is done to investigate the strong bonding between these two. An example can be easily incorporated to understand the impact of service quality on the customer satisfaction. The telecommunication sector and the service provided by them have a positive impact on the customer satisfaction (Ishaq, 2011).

Moreover the service quality of restaurants in Pakistan (Khan, 2011), health sector in Pakistan (Javed, 2018), good or bad internet services quality may leads towards customer satisfaction (Joudeh, 2018) and travelling services (Muhammad Irshad Arshad, 2018) all concludes that there is a direct relationship of SERVQUAL functions on customer satisfaction.

Horsu, (2015) investigates in their research that if the brands or the companies provides superior quality service than the customer satisfaction increases. The factors like service quality, reliability, comfort, safety and the price affordability are linked with the customer satisfaction. Along with these attributes in case of the Careem, the driver's way of providing service and the attitude of the driver have an impact on the level of the customer satisfaction. The research carried out during the study in Washington suggested that the service quality is comprised of the attitude of the driver and the condition of the vehicle along with the time required by the taxi to reach the customer. Customers and their satisfaction are also influenced by the convenience of accessibility, and the ease through which mobile based app is accessed to use for taxi bookings. The adequate travel time and the convenience provided by the company along with the incorporation of technology that is GPS mapping influence the customers in a positive way. Moreover the comfort level through which these rides are being booked have an impact on the customer satisfaction (Ross, 2015).

SERVQUAL Model:

Service quality and the customer satisfaction in various fields can be measured by a model known as SERVQUAL. A Parasuraman, Valarie A.Zeithaml published this model for the first time in SERVQUAL in 1988. Rezaei et al. (2018) worked on the SERVQUAL model and the approach to measure the quality in the airline accommodation in the bagging department. This research hold significant importance for the BWM method to identify the different criteria and the SERVQUAL method. Reliability and the responsiveness is highly associated with the quality which have a significant impact on the satisfaction level. SERVQUAL method have been used to understand how to measure quality in various studies and its dimensions are treated as the self-governing and the independent structure. The dimensions of the SERVQUAL ensures that a relationship exists between these elements. The five-dimensions that have been used to measure the customer satisfaction and its link with the quality are tangibles, reliability, responsiveness, assurance and empathy. This model lets the gap between the perceived quality and the expected quality to be measured and interpreted. The model works on the approach that what the companies have done and how they can

improve to inspire the customers and their satisfaction levels. Studies have shown that there exists a significant gap between the expected quality and the perceived quality which is mainly due to the degree of satisfaction which is less than expected or due to the lack of customer expectations. The SERVQUAL results for various studies indicated that the customer satisfaction and its relation with the perceived quality is not always linear. However due to these researches and studies the companies are striving to decrease this gap among the perceived quality and the quality expectations to achieve success.

It is expected that the same relation exist in this study conducted on impact of service quality of Careem on customer satisfaction after its acquisition by Uber in Pakistan. So based on the above discussion following hypothesis are proposed.

H_1: The assurance of careem services has positive effect on customer satisfaction

H_2: The tangibility of careem services has a positive effect on customer satisfaction

H_3: The reliability of careem services has a positive effect on customer satisfaction

H_4: The responsiveness of careem services has a positive effect on customer satisfaction

H_5: The empathy of careem services has a positive effect on customer satisfaction.

Research Methodology Research Design

This research is primary is nature and it is mainly conducted in the city of Karachi, some of the questionnaire were sent to the people in Islamabad and Lahore through google survey form as all three are the main cities of Pakistan with population approximately 18536707 (Survey, 2019) Careem and Uber are the two main competitors operating in the city. This research is a descriptive study.

Population Sampling

Primary data has been collected through questionnaires given hand to hand and through the google survey form sent by electronic mail service. The population of Karachi, Lahore and Islamabad who use Careem for their routine travelling mode were taken into account. Overall sample size was 140 passengers who uses Careem.

Data collection

For the purpose of collecting data a structured questionnaire was developed to take the customers point of view regarding their experience upon using Careem service and to understand their level of satisfaction. The targeted cities includes Karachi, Islamabad and Lahore. The questionnaire helped to collect the quantitative data which was later on interpreted to find the results and draw conclusions based on literature, findings and results. The questionnaire was constructed in a way that it incorporated Likert scale whose range started from 1 to 5 with 1 directing towards strongly disagree to 2 disagree, 3 depicting undecided and 4 being agree and 5 suggesting strongly agree. The questionnaire was based on 25 questions which were further classified in to 7 categories which includes four questions about the respondents demographics, another six questions were regarding the assurance of the service and another 3 questions regarding the reliability of the service and the service provider. A set of four questions were designed to ask about the tangibility of the service and three questions were structured to ask for the reliability of the service and the service providers. Other questions were related to the responsiveness and the empathy of the service and the service providers. Last questions comprising a set of four were designed to check for the overall customer satisfaction levels. These questioned were designed for the purpose of analysis and they fulfilled the criteria of the SERVQUAL method and its five dimensions were tested through this questionnaire.

Due to the presence of the time and the resources constraints the sample size was adequate for the analysis.

Dependent Variable

Dependent variable in this study is customer satisfaction of Careem user after its acquisition by Uber. The liker scale questions have been asked.

Independent Variable

The service quality functions were referred towards Independent variables. They were categorized as:

    i.   Assurance

    ii.   Tangibility

    iii.   Reliability

    iv.   Responsiveness

    v.   Empathy

Analytical Model

In this report, the service quality will be analyzed by measuring it through five dimensions which incorporates the SERVQUAL method. The SERVQUAL model have been considered to understand the impact and the influence of the five dimensions on the level of customer satisfaction. However in order to develop the analysis of this research multiple regression analysis have been used to evaluate and assess the relationship between the variables. In this research there exists a dependent variable that is the "customer satisfaction" and it is dependent upon 5 independent variables also known as service quality variables which are "assurance, reliability, tangibility, empathy and responsiveness". The analysis have been carried out by running multiple regression analysis.

$$CS = \beta^{\circ} + \beta X_1 + \beta X_2 + \beta X_3 + \beta X_4 + \beta X_5 + \varepsilon^{\circ}$$

Where as

CS= represents the customer satisfaction

X1= Assurance of Careem services

X2= Tangibility of Careem services

X3= Reliability of Careem services

X4= Responsiveness of Careem services X5= Empathy of Careem services

B= represents the intercept of equation. and $\varepsilon°$ = error

Operationalization of variables.

All the dimensions for the data analysis was measured using a Likert scale that had its range from 1 to 5 where 1 suggested strongly disagree to 5 that suggests strongly agree. The questionnaire structured for this research have been expanded and adapted from the SERVQUAL validated questionnaire that was being used in the previous researches. The SERVQUAL scale have been incorporated in the research which was developed by Parasuraman in 1988 and thus it is being used to identify the impact of quality provided by the Careem on customer satisfaction. The quality of the service has been measure against five attributes that are reliability, tangibles, responsiveness, assurance and empathy. The questionnaire was designed according to the one of the previously done relevant research which has been discussed below.

Service quality:

The choice and the selection of the service quality dimensions is largely influenced by the research conducted by (Parasuraman, 1988) and (Izzogo, 2015) who identified and

classified the elements of service quality as an integral component of cultural and sector specific issues within the context of the study:

- Empathy – it was evaluated by the way customers were deal with by showing concern and giving personal attention

- Reliability – it was evaluated primarily based on the Careem's capability to handle complaints and dealing with the issues directly in an appropriate manner and behavior.

- Assurance – it was assessed on the ability through which courteous behavior was exhibited by the Careem by considering the customer's expectations and interests through informing the customers about what was expected from them.

- Responsiveness – it was assessed based on the facility provided by the Careem by updating the customers about their products and services.

- Tangibles – it was assessed based on the services regarding the material things that also included attire.

Customer satisfaction

The level of customer satisfaction was assessed using a difference scale similar to all other effective methods of interpreting the satisfaction level (Oliver, 1999). However, customer satisfaction was measured and evaluated with elements such as the level of satisfaction with the service provided by Careem after its acquisition by Uber.

Assurance
Drivers are driving safely
Drivers are polite consistently
Driving-skills of the drivers

Sense of security while travelling alone
Drops the passenger at their desired location
Tangibly
Waiting time for car is acceptable
Cleanliness of car interior is sufficient
Seats are comfortable
How modern the vehicles are
Reliability
Provide service as required
Performing service at the required time
Availability of car at any time
Responsiveness
Keeping passenger informed about the promotions
willingness to help passengers
Readiness to respond to customer request
Empathy
Handling of customers ride issues
Show concern about ride cancellation charges
Customer Satisfaction

You are pleased with the service
The service provided must meet your satisfaction level
Compare to other transport you are happy in having the services
Would you recommend to other people?

Source: SERVQUAL Model by (Parasuraman, 1988) and Taylor and Baker Customer Satisfaction Tool (1989)
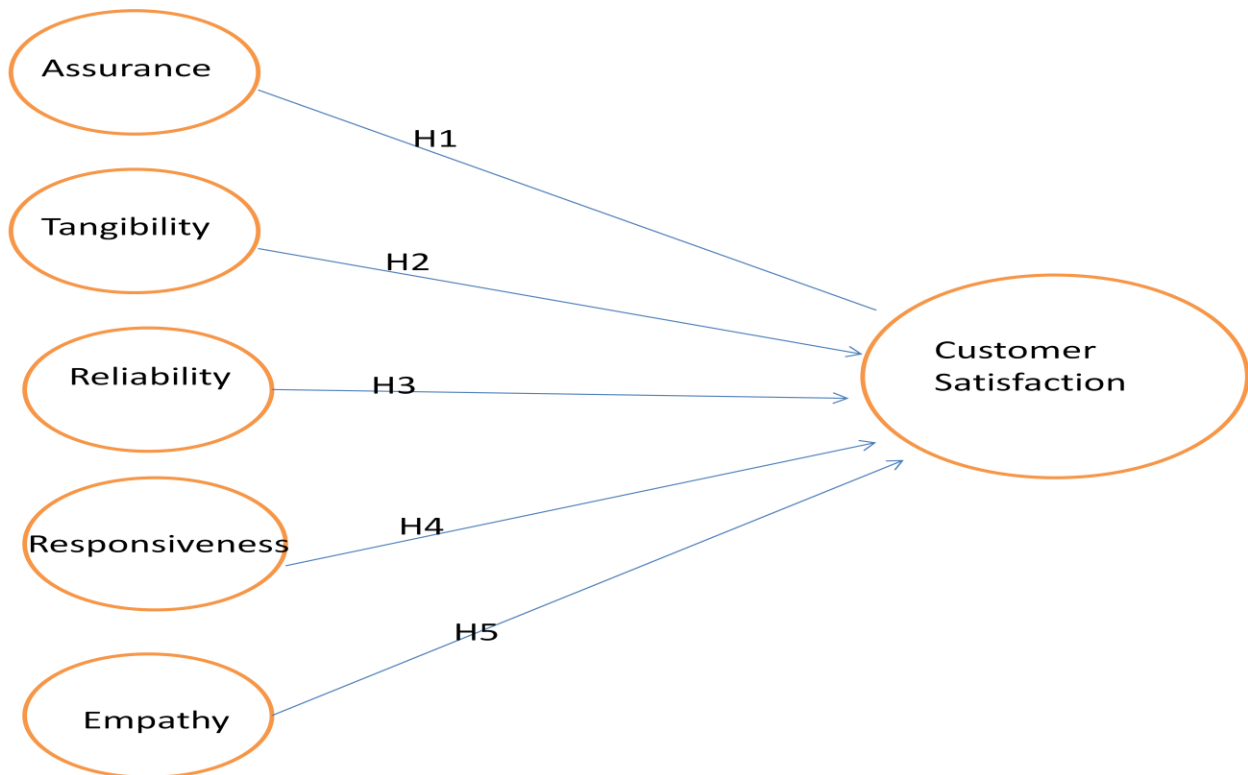
Data Analysis and Results

Cronbach Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.948	.949	22

Cronbach's alpha is 0.984 shows the strong reliability between the variables.

Multiple Linear Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.832[a]	.692	.680	.55288	.692	59.782	5	133	.000

a. Predictors: (Constant), Empathy, Assurance, Responsiveness, Tangibility, Reliability

Analysis of the structural model by evaluating the Pearson coefficients (R^2). This R^2 is a very important indicator of the proportion of the variance of the variables, customer satisfaction, which is explained by the structural model. It also shows the quality of the mounted model. According to Cohen (1988), R^2 = 2% is classified as slightly effective, R^2 = 13% as effective means and R^2 = 26% as highly effective. The results therefore show that the

model explains 68.0% of the variance in customer satisfaction, which indicates a very significant effect on the quality of service constructions.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.371	5	18.274	59.782	.000[b]
	Residual	40.655	133	.306		
	Total	132.026	138			

a. Dependent Variable: customer satisfaction

b. Predictors: (Constant), Empathy, Assurance, Responsiveness, Tangibility, Reliability/

Since the null hypothesis is formulated, there is no significant difference between two variables that exists between SERVQUAL constructions and customer satisfaction. Whereas alternative hypotheses show that there is a significant difference between the variables. To determine if there are significant relationships between five predictors and customer satisfaction, a multiple regression analysis was performed using SPSS.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)	.021	.229		.091	.928		
Assurance	.370	.090	.336	4.094	.000	.344	2.906
Tangibility	.131	.083	.123	1.582	.116	.385	2.596
Reliability	-.149	.086	-.135	-1.737	.085	.385	2.599
Responsiveness	.496	.078	.470	6.366	.000 .008	.426	2.350
Empathy	.161	.060	.169	2.691		.591	1.693

With respect to hypothetical relationships, the results show that the reliability, responsiveness and empathy of Careem services have a significantly positive relationship with customer satisfaction in terms of reliability (β = 0.37, p = 0.000) and reactivity (β = 0.078) have, p = 0.000) and empathy (β = 0.169, p = 0.08). However, the reliability and tangibility of Careem services have no significant positive relationship with customer satisfaction, such as reliability (β = - 0.135, p = 0.85) and tangibility (β=0.131, p=0.1160), accepting H1, H3, and H5 but rejecting H2 and H4. The value of Assurance t statistics is 4.094 and p value=0.000 shows the strong impact over customer satisfaction, Tangibility t statistics is 1.582 and p value 0.116 also has a positive impact, Responsiveness t statistics is 6.366 and p value is 0.000 shows a strong

relationship with the customer satisfaction, empathy t statistics is 2.691 and p value is 0.008 shows the positive impact but Reliability has negative values which means that we are accepting the null hypothesis that there is no impact of reliability on the customer satisfaction after its acquisition by Uber.

Collinearity Diagnostics

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	Assurance	Tangibility	Reliability	Responsiveness	Empathy
1	1	5.843	1.000	.00	.00	.00	.00	.00	.00
	2	.065	9.492	.03	.04	.00	.05	.00	.57
	3	.036	12.763	.85	.01	.06	.03	.08	.03
	4	.025	15.143	.07	.02	.03	.28	.51	.28
	5	.019	17.511	.01	.01	.90	.03	.34	.07
	6	.012	22.221	.04	.92	.01	.61	.07	.05

a. Dependent Variable: customer satisfaction

The model would take the following form for the measurement of customer satisfaction:

CS= 0.21+0.336X1+ 0.123X2 - 0.135X3 + 0.470X4+0.169X5+e

Conclusion

This paper has discussed the importance of transportation and the influence of technology on the quality of service being provided by the transportation providers. With the advancement in the technology the transportation sector have progressed and the mobile based apps have revolutionized the transportation section. The new taxi system being owned by Uber have been discussed in this research that how the customer satisfaction level have been influenced by the Uber taking over the Careem. This study have been carried out to highlight the areas of improvement required by the Careem and how Uber can design strategies to enhance the customer's satisfaction regarding the quality of the service being provided by them. The paper has incorporated SERVQUAL method approach to quantify the service quality in the Pakistan based Careem that have been acquired by Uber and its impact and influence on the customer satisfaction have been studied. By having a deep knowledge about customer's expectation regarding the quality of the service required by them will help the transportation companies to plan strategies that will help them enhance their service quality and improve their business procedures to enhance the customer's satisfaction levels. This study have incorporated five dimensions of the service quality to understand its impact. The five dimensions been used are (tangibility, reliability, responsiveness, assurance, and empathy) to assess the service quality of Careem that have been acquired by Uber. The study founds the significant impact of service quality constructs i-e assurance, tangibility, responsiveness and empathy with 68 percent level of customer satisfaction whereas reliability does not have any impact on customer satisfaction after its acquisition by Uber. This study will be helpful for careem to focus in its negative areas and to improve for maintaining the corporate image.

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