Copyright is owned by the Author of the thesis. Permission is given for a copy to be downloaded by an individual for the purpose of research and private study only. The thesis may not be reproduced elsewhere without the permission of the Author.
An adaptation and application of the Internal Service Quality scale (INTSERVQUAL) to the context of a Not for Profit making organisation: A case study of the YMCA Central region in New Zealand.

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Abstract

An organisation’s effectiveness depends on the activities of each department, each person at each level working co-operatively because each department or person at each level is an internal customer or supplier of products or services to each other. To date most studies have focused on how external clients perceive the quality of service provided by organisations. The five dimensions of service quality (SERVQUAL) tangibles, assurance, reliability, responsiveness and empathy have become a standard for evaluating service quality from the end consumer’s perspective. Little research has been carried out to identify and measure internal service quality. These are services designed, produced and delivered from one unit or employee to other units and employees within the organisation. Studies have shown that if the internal service satisfies the internal customer there is a greater chance of the organisation being able to meet the needs of its external customer. With growing interest in internal service quality a number of researchers have suggested that external service quality dimensions apply to internal service quality value chains irrespective of industry. However this transferability to a Not for Profit community organisational setting is yet to be proved empirically. This study investigated YMCA Central region, a Not for Profit organisation (NPO) operating in New Zealand with its head office in Wanganui. The study sought to establish the key service quality dimensions of the organisation’s internal customers, adapt and apply the SERVQUAL scale to measure internal customers' perception of the service they receive from different departments within the organisation, assess strengths and weaknesses of internal service delivery in the organisation and make suggestions for future research. The study concluded that the Internal Service Quality scale is both transferable and adaptable in its original SERVQUAL form for the purpose of measuring the internal service environment of an NPO. Future research should aim at larger sample sizes for better analysis and should expand its qualitative inquiry on the definition of internal service quality at every hierarchical level within the organisation.
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# TABLE OF CONTENTS

Abstract .............................................................................................................................................. 2  
Acknowledgements ............................................................................................................................ 3  
List of Figures .................................................................................................................................... 9  
List of tables ...................................................................................................................................... 10  
List of abbreviations ......................................................................................................................... 12  
1. Introduction .................................................................................................................................. 13  
   1.1. Background ............................................................................................................................. 13  
   1.2. Research significance .............................................................................................................. 14  
   1.3. Research Scope ....................................................................................................................... 15  
   1.4. Research Aim ......................................................................................................................... 15  
   1.5. Research Objectives ............................................................................................................... 16  
2. Literature review ............................................................................................................................ 16  
   2.1. Service Quality ....................................................................................................................... 16  
   2.2. Internal Service Quality .......................................................................................................... 18  
   2.3. The internal Service Quality Model ....................................................................................... 19  
   2.4. Not for Profit organisations .................................................................................................... 27  
   2.5. Internal Service Quality in Not for Profit Organisations ....................................................... 29  
   2.6. The YMCA Central Region Wanganui/Palmerston North ...................................................... 31  
3. Methodology .................................................................................................................................. 33
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.</td>
<td>Introduction</td>
<td>33</td>
</tr>
<tr>
<td>3.2.</td>
<td>Methodology Phase 1 of the study</td>
<td>34</td>
</tr>
<tr>
<td>3.3.</td>
<td>Case study protocol</td>
<td>35</td>
</tr>
<tr>
<td>3.4.</td>
<td>Samples</td>
<td>36</td>
</tr>
<tr>
<td>3.5.</td>
<td>The process of data collection and analysis</td>
<td>37</td>
</tr>
<tr>
<td>3.6.</td>
<td>Methodology Phase 2 study</td>
<td>38</td>
</tr>
<tr>
<td>3.7.</td>
<td>Questionnaire designed</td>
<td>38</td>
</tr>
<tr>
<td>3.8.</td>
<td>Selection of sample group</td>
<td>40</td>
</tr>
<tr>
<td>3.9.</td>
<td>Data collection and analysis</td>
<td>41</td>
</tr>
<tr>
<td>3.10.</td>
<td>Reliability</td>
<td>42</td>
</tr>
<tr>
<td>3.11.</td>
<td>Validity</td>
<td>43</td>
</tr>
<tr>
<td>3.12.</td>
<td>Ethics</td>
<td>44</td>
</tr>
<tr>
<td>3.13.</td>
<td>Conclusion</td>
<td>44</td>
</tr>
<tr>
<td>4.</td>
<td>Result analysis</td>
<td>45</td>
</tr>
<tr>
<td>4.1.</td>
<td>Study 1 In depth interviews</td>
<td>45</td>
</tr>
<tr>
<td>4.2.</td>
<td>Defining service quality</td>
<td>46</td>
</tr>
<tr>
<td>4.3.</td>
<td>Service quality dimensions</td>
<td>47</td>
</tr>
<tr>
<td>4.3.1.</td>
<td>Tangibles</td>
<td>50</td>
</tr>
<tr>
<td>4.3.2.</td>
<td>Responsiveness</td>
<td>52</td>
</tr>
<tr>
<td>4.3.3.</td>
<td>Courtesy</td>
<td>52</td>
</tr>
</tbody>
</table>
4.3.4. Competence
4.3.5. Communication
4.3.6. Collaboration
4.3.7. Family and Community values
4.3.8. Accessibility
4.3.9. Responsibility
4.3.10. Comparing dimension of this study to previous research

5. Results of study

5.1. Introduction
5.1.1. Sample Population for YMCA Central region employees

5.2. Finance
5.2.1. Scale reliability and internal consistency

5.3. Recreation and Youth Wanganui Department
5.3.1. Scale reliability and internal consistency
5.3.2. Non-parametric Repeated Measures Comparisons

5.4. Recreation and Youth Department Palmerston North
5.4.1. Scale reliability and internal consistency
5.4.2. Non Parametric Repeated Measures Comparison

5.5. General operations
5.5.1. Scale reliability and internal consistency
5.5.2. Non Parametric Repeated Measures Comparison ................................. 93

5.6. Education Department ........................................................................ 95

5.6.1. Scale reliability and internal consistency ........................................ 98

5.6.2. Non Parametric Repeated Measures Comparison ............................. 98

5.7. Results for the Open ended Questions .................................................. 99

5.7.1. Communication .................................................................................. 100

5.7.2. Lack of information ........................................................................... 101

5.7.3. Team work ........................................................................................ 102

5.7.4. Service flexibility ............................................................................... 102

5.7.5. Resources, rules, work autonomy & open door policy ...................... 103

5.7.6. Leadership ....................................................................................... 103

5.7.7. Cooperation ....................................................................................... 104

6. Discussion ................................................................................................ 104

6.1. Findings around the definition and internal service quality ................. 105

6.2. The study findings around the adaptability of the SERVQUAL scale I original form in measuring internal service quality ........................................... 107

6.3. The study's findings on the reliability and internal consistency of the ISQ scale ......................................................................................... 108

6.4. The inquiry's findings on the distribution of perceptions around the organisation's internal service quality across all the five department ............... 108

6.5. Limitations ............................................................................................ 111
7. Conclusion ......................................................................................................................................... 112

Appendices

Appendix 1: Basic Information Sheet for Participants ................................................................. 114
Appendix 2: Participants Consent Form-Individual ................................................................. 117
Appendix 3: In-depth Interview Guide ...................................................................................... 118
Appendix 4: Internal Service Quality Questionnaire .............................................................. 120
Appendix 5: Scale Reliability SPSS output-Question 7 ............................................................ 129
Appendix 6: Scale Reliability SPSS output-Question 8 ............................................................ 130
Appendix 7: Scale Reliability SPSS output-Question 9 ............................................................ 132
Appendix 8: Scale Reliability SPSS output-Question 10 ........................................................ 134
Appendix 9: Scale Reliability SPSS output-Question 11 .......................................................... 136
Appendix 10: Scale Reliability SPSS output-Question 12 ...................................................... 138
Appendix 11: Scale Reliability SPSS output-Question 13 ...................................................... 140

References ......................................................................................................................................... 142
List of Figures

Figure 1 The Internal Service Quality Model.................................................................19
Figure 2 Internal Service Quality Model: Key contributing factors...............................20
Figure 3 Relationship between determinants of internal gap 1 and internal gap 3..............22
Figure 4 YMCA central region's organisational chart.....................................................32
Figure 5 Graph of Gender composition.........................................................................63
Figure 6 Graph on age composition of respondents.......................................................64
Figure 7 Graph of the highest educational attainment of the respondents......................65
Figure 8 Graph showing the different roles of respondents in the YMCA .......................66
Figure 9 Graph of the length of service of the respondents.............................................67
Figure 10 Graph of the number of respondents in each department of the YMCA..........68
Figure 11 Importance of each YMCA Central Department.............................................69
Figure 12 Graph of respondent rating of the importance of internal service quality attribute......72
Figure 13 Graph of the rating of internal service quality attribute of the Finance

       Department of the YMCA.......................................................................................77
Figure 14 Graph of the rating of internal service service quality attributes in the

       Recreation & Youth Services Department of the YMCA at Wanganui.................81
Figure 15 Graph of the rating of the quality if internal service in the Recreation and

       Youth Services at YMCA Palmerston North.......................................................87
Figure 16 Graph of rating of the internal service quality of the

       General operations Department............................................................................91
Figure 17 Graph of the rating of internal service quality attributes for the Education

       Department at the YMCA....................................................................................95
List of Tables

Table 1 Studies on Internal Service Quality Dimensions Reported in Literature..........................23
Table 2 Sample size and response rate...........................................................................................41
Table 3 Participants Codes for the in-depth interviews...................................................................45
Table 4 Service Quality Categories.................................................................................................49
Table 5 Dimensions of internal Service Quality Attributes for the YMCA central region.............51
Table 6 Summary of external service quality dimension compared to study 1...............................60
Table 7 Hypothesis Test Summary-Importance of the YMCA Departments to Work
Performance....................................................................................................................................70
Table 8 Hypothesis Test Summary-Distribution of importance of Internal service
Quality Attributes..........................................................................................................................74
Table 9 Case Processing Summary of the ISQ scale reliability applied to the
Finance Department.......................................................................................................................78
Table 10 Scale reliability statistics/Finance Department..................................................................79
Table 11 Hypothesis Test Summary-Distribution of respondents's perceptions around the quality of
service they receive from the Finance Department.........................................................................79
Table 12 Case Processing Summary of the ISQ scale reliability applied to the Recreation & Youth
Wanganui Department..................................................................................................................83
Table 13 Scale reliability statistics/Recreation & Youth Wanganui Department.............................84
Table 14 Hypothesis Test Summary-Distribution of respondents's perceptions around the quality of
service they receive from the Recreation & Youth Services Wanganui Department....................85
Table 15 Case Processing Summary of the ISQ scale reliability applied to the Recreation and Youth
P/N department..............................................................................................................................85
Table 16 Scale reliability statistics/Recreation & Youth P/N Department........................................89
Table 17 Distribution of respondents's perceptions around the quality of service they receive from the Recreation and Youth Services Wanganui Department.................................90

Table 18 Case Processing Summary of the ISQ scale reliability applied to the General Operations Department.................................................................93

Table 19 Scale reliability statistics/General operations Department........................................93

Table 20 Hypothesis Test Summary-Distribution of respondents's perceptions around the quality of service they receive from General Operations Department........................................94

Table 21 Case Processing Summary of the ISQ scale reliability applied to the Education Department.................................................................................................98

Table 22 Scale reliability statistics/Education Department..........................................................98

Table 23 Hypothesis Test Summary-Distribution of respondents's perceptions around the quality of service they receive from the Education Department...........................................99

Table 24 Matrix Diagram showing Overall Favourability Rating for each YMCA Department.................................................................................................................109
LIST OF ABBREVIATIONS

EFA- Exploratory Factor Analysis

INTSERVQUAL- Internal Service Quality Scale

ISQ- Internal Service Quality

LGET- Looking Glass Evaluation Tool

NPO- Not for Profit Organisation

OSCAR- Out School Care and Recreation

P/N- Palmerston North

PO- People Organisation

PQSSO- Practical Quality Assurance System for Small Organisations

PSC- Public Service Contractors

SERVQUAL- Service Quality scale

SM- Senior Managers

YMCA- Young Men's Christian Association