

Measuring the Quality of Car Dealership Services from the Point of View of Customers by Applying to the Automotive Sector in the Kingdom of Saudi Arabia

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Abstract

The study aimed to measure the quality of car dealership services from the point of view of customers by applying to the automotive sector in the kingdom of Saudi Arabia to raise the level of car companies' services and for agencies to achieve the customers' desires, needs and satisfaction, improve the quality of services, and the possibility of reaching results in improving the quality of services through which recommendations can be proposed. Contribute to increasing customer satisfaction.

The research problem was the quality of service provided by car dealerships and not the product itself. Low service quality is a selling problem, not a brand problem. Service quality expectations for new car owners have been increasing, increasing pressure on car manufacturers as well as dealerships to provide high-quality products and services. After-sales services and repairs at car dealerships have received much criticism from customers compared to their other purchasing experiences. Customer dissatisfaction with the quality of after-sales services at car dealerships highlighted the importance of providing high-quality services to customers to improve their satisfaction and generate positive behavioral intentions.

Since the main objective of the study was to measure the quality of car dealership services from the point of view of customers by applying to the automotive sector in the Kingdom of Saudi Arabia, our study targeted the clients of five of the largest car companies and agencies in the Eastern Province of Saudi Arabia. The design and distribution of the questionnaire designed for this study was distributed to a sample of clients. Due to the large size of the target community, it was also relied upon the method of distributing the questionnaire during the interview, as the use of this method makes the respondents' answers more credible, as well as helps the respondent in answering the various questionnaire axes upon request.

The study reached several results, the most important of which are: There is a statistically significant relationship between the quality of the services provided with its dimensions (service tangibility, reliability, response, empathy, safety) and customer satisfaction within the car agencies under study.

The researcher suggested a number of recommendations, the most important of which are: the need for car agencies and companies to attract customers by focusing on the perceived value of the customer in order to obtain a large market share by gaining the satisfaction of their customers, agencies and companies must train their employees to provide high-quality services including their appearance and willingness To help customers and gain their trust, car agencies and companies must enhance the factors that help achieve customer satisfaction by improving the quality of their services to enhance their confidence in the service provided, car agencies and companies must provide security in providing services to customers to earn their loyalty, car agencies and companies must pay more attention to customers and the promises they make to them, and car agencies and companies must pay attention to respond to customer requirements and meet their needs on time.

Keywords: Service Quality, Tangibility, Credibility, Commitment, Customer Satisfaction.

قياس جودة خدمات وكالات السيارات من وجهة نظر العملاء بالتطبيق على قطاع السيارات في المملكة العربية السعودية

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ملخص الدراسة

هدفت الدراسة إلى قياس جودة خدمات وكالات السيارات من وجهة نظر العملاء بالتطبيق على قطاع السيارات في المملكة العربية السعودية لرفع مستوى خدمات شركات ووكالات السيارات لتحقيق رغبات واحتياجات العملاء وتحقيق رضاهم، تحسين جودة الخدمات، وإمكانية الوصول إلى نتائج في تحسين جودة الخدمات التي يمكن من خلالها اقتراح توصيات تساهم في زيادة رضا العملاء.

تمثلت المشكلة البحثية في جودة الخدمة التي يقدمها وكلاء السيارات وليس المنتج نفسه. جودة الخدمة المنخفضة هي مشكلة بيع وليست مشكلة علامة تجارية. كانت توقعات جودة الخدمة لمالكي السيارات الجديدة في ازدياد، مما زاد الضغط على مصنعي السيارات وكذلك الوكلاء لتقديم منتجات وخدمات عالية الجودة. تلقت خدمات ما بعد البيع والإصلاحات في وكالات السيارات الكثير من الانتقادات من العملاء عند مقارنتها بتجاربيهم الشرائية الأخرى. أبرز استياء العملاء من جودة خدمات ما بعد البيع في وكالات السيارات أهمية تقديم خدمات عالية الجودة للعملاء لتحسين رضاهم وتوليد نوايا سلوكية إيجابية.

كون الهدف الرئيسي من الدراسة قياس جودة خدمات وكالات السيارات من وجهة نظر العملاء بالتطبيق على قطاع السيارات في المملكة العربية السعودية، فقد استهدفت دراستنا عملاء خمس من أكبر شركات ووكالات السيارات في المنطقة الشرقية بالمملكة العربية السعودية. حيث تم تصميم وتوزيع استبيان مصمم لغرض هذه الدراسة على عينة من العملاء. نظرا لكبر حجم المجتمع المستهدف، كما تم الاعتماد على طريقة توزيع الاستبيان أثناء المقابلة، حيث ان استخدام هذه الطريقة تجعل إجابات المبحوثين أكثر مصداقية، وكذلك لمساعدة المستفتي في الإجابة على محاور الاستبيان المختلفة عند الطلب.

الكلمات المفتاحية: جودة الخدمة، الملموسية، المصداقية، الالتزام، رضا العملاء.

1. Introduction

Companies in today's world face many challenges in light of the major competitive conflicts that the world is witnessing today, and in the context of economic globalization that has led to the transfer of competition from local markets to global markets, and benefiting from modern technology to provide a good or service capable of withstanding competitive alternatives, especially since The customer has become more aware of getting a distinct good or service. Companies are facing a set of challenges within the new economic climate and what this competition imposes on adopting new methods to increase performance and attention to the quality of their services and excellence in serving their customers in order to achieve their satisfaction, as one of the main entrances to increasing and developing their competitive capabilities to ensure their continuity and survival in the market while gaining a distinct market position and increase the profitability of the enterprise.

In light of these challenges, the institution has no choice but to follow modern methods of management to meet the conditions that have become more complex and ambiguous, and this is represented in relying on management through quality so that it can use resources optimally and achieve a competitive advantage at the local and global levels.

Quality is one of the most important strategies adopted by the organization, as it is considered a distinct weapon according to which all the requirements of development and development for customer satisfaction, approaching him and searching for what he wants now and even in the future, with the increase in customer requirements and the emergence of alternative opportunities and the intensity of competition between organizations due to the entry of a huge number of institutions, the organization has become sensitive to changes that occur in the desires of customers.

Quality means that the ultimate goal of the organization should be based on the expectations of the customer to the extent that the customer is satisfied and loyal. Understanding the needs and expectations of the customer is a necessity to win a new customer or maintain the current customer, and the way to that is to provide its customers with quality services or products that meet their needs at reasonable prices and are delivered on time.

For this purpose, the organization must build long-term relationships with its customers by emphasizing quality, service, creativity, and permanent innovation, which is known as

relationship marketing as the most important competitive advantage that the organization can achieve, in light of markets characterized by competitive conflict. Relationship marketing focuses on increasing knowledge of the needs and desires of customers. In addition to the ability of the concept of relationship marketing to build strong relationships with customers so that this relationship turns from considering the customer a person who frequents and deals with the organization to considering him as a partner or a party to the organization, to achieve this goal the organization resorts To achieve customer satisfaction and measure it to identify its degree and the variables that control it to make continuous improvements to keep pace with the continuous development taking place in the needs, desires, and expectations of customers.

1.1. Problem Statement

The automotive industry plays an important role in the global economy and is a major factor in macroeconomic growth (Chaichinarat et al., 2018; Warokka et al., 2020). Competition among auto manufacturers to increase market share has become a very challenging task in light of the diversity of options and brands (Chaichinarat et al., 2018; Rangarao, 2013). In order to differentiate themselves from competitors, automakers have begun to focus their attention on providing quality after-sales service (Chaichinarat et al., 2018; Jain et al., 2020).

The Kingdom of Saudi Arabia is one of the largest car markets in the Middle East, as Saudi Arabia represents 37.2% of the market value of new cars in the Middle East, and it is also the largest market for aftermarket services for cars in the Gulf region, with sales exceeding \$7.2 billion In 2018 (Market Line, 2018). The total number of cars sold to Saudi Arabia in the first and second quarters of 2021 is 278,045, with a total growth of 13% over the year 2020 (Oica, 2021). Accordingly, the continuity of companies in performing their activities well and ensuring their growth and development depends on the extent of their ability to bring in a greater number of transactions, meet the needs and focus on the desires of customers, and this depends on the level of quality of service provided.

The quality of after-sales service is one of the most important factors affecting competition (Chaichinarat et al., 2018; Jain et al., 2020; Rangarao, 2013). The quality of after-sales service has become one of the key factors for today's organizational leaders because it is directly related to organizational growth, customer loyalty, and organizational performance (Chaichinarat et al., 2018; Gencer & Akkucuk, 2017; Lu et al., 2015; Martin, 2016; Saravanan and Rao, 2007).

Since the problem is with the quality of service provided by the car dealership and not the product itself, low service quality is a dealership problem rather than a brand problem. Service quality expectations for new car owners have been on the rise, increasing pressure on vehicle manufacturers as well as dealerships to deliver high-quality products and services (Gencer & Akkucuk, 2017). According to Izogo and Ogba (2015), after-sales service of cars is found to be among the most unsatisfactory experiences a customer encounters.

Aftermarket services and repairs at car dealerships have received much criticism from customers compared to their other purchasing experiences (Gencer & Akkucuk, 2017; Rangarao, 2013). Customer dissatisfaction with the quality of after-sales services at car dealerships highlighted the importance of providing high-quality services to customers to improve their satisfaction and generate positive behavioral intentions.

1.2. Research Questions

Through our presentation of the research problem, the problem can be formulated in the following main question:

- **What is the impact of the quality of services on achieving customer satisfaction? Several other sub-questions are derived from this question:**
 - What is the level of customer evaluation of the actual quality of services provided to them by the car companies they deal with?
 - What is the relationship between the perceived quality of the service provided and the satisfaction of auto company customers?

1.3. Significance of the Study

1.3.1. Theoretical importance

The importance of the study stems from expressing the level of quality of services provided to customers and their compatibility with their desires and needs, in order to know their orientations from the services provided by car agencies in the Kingdom of Saudi Arabia with the aim of developing and raising their level in order to achieve the desires and needs of customers and gain their satisfaction. A modest scientific addition has been achieved in the field of improving the quality of services,

And the possibility of reaching results on improving the quality of services through which recommendations can be proposed that contribute to increasing customer satisfaction.

1.3.2. Practical importance

The practical importance of the study is highlighted by providing the Arab Library with more studies on the quality of services, and the results and recommendations it will reach will help the officials in guiding them.

- Lack of studies and research related to the quality of services and customer satisfaction.
- Lack of awareness among some companies of the importance of quality in providing services in achieving competitive advantage.
- Some companies neglect the aspects related to the customer, as they do not care about the customer's behavior, do not produce according to his needs and desires, and do not measure the degree of his satisfaction.
- Highlighting the importance of Saudi companies applying modern approaches to management: such as customer orientation, quality management system, and total quality.

1.4. Research Objectives

- The study seeks to link between service quality and customer loyalty to identify them in terms of objectives and importance.
- Knowing the dimensions that most affect loyalty.
- Measuring customers' evaluation of the level of quality of services provided to them.
- Providing a base of information that helps car agencies measure the quality of their services and determine the most important dimensions that customers attach relative importance to, especially when evaluating the quality of those services, in order to know the priorities for development when needed.
- Assisting car agencies in identifying the factors affecting the choice of customers, which will benefit them when planning and implementing their marketing policy.
- Emphasizing the importance of the quality of the service provided as a source of competitive advantage in light of openness to the global market

- Reaching some results and suggestions that could contribute to the development of service quality in car agencies in the Kingdom of Saudi Arabia.
- This study is expected to help decision-makers know the impact of service quality in its dimensions (dependency, responsiveness, tangibility, empathy, safety) on customer loyalty.

1.5. Research Hypothesis

There is a statistically significant relationship between the quality of services and customer satisfaction within car agencies in the Kingdom of Saudi Arabia. A group of sub-hypotheses is branched from this main hypothesis as follows:

- There is a statistically significant relationship between the service tangibility dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.
- There is a statistically significant relationship between service reliability and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.
- There is a statistically significant relationship between response dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.
- There is a statistically significant relationship between the dimension of sympathy and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.
- There is a statistically significant relationship between the safety dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.

2. Theoretical Framework and previous studies

2.1. Theoretical framework

- **Quality of service:**

The service is designed correctly, delivered the first time and performed better the next time, while achieving customer satisfaction, and having a competitive advantage over the service provided by similar organizations. It includes the five dimensions, which are tangibility, dependability, responsiveness, reliability, and empathy (Al Fayhan, 2007). And the definition of these dimensions is as follows: (Parasuraman & others, 1994)

- **Tangibility:**

They represent the material requirements associated with providing car agency services, such as buying and selling services, maintenance, inspection, spare parts, valuation...etc.

For the purposes of the study, tangibility is defined as representing the tangible aspects related to the service, such as car agency buildings, which are represented in sales fairs, maintenance and inspection buildings...etc.

- **Reliability:**

The car agency shows sincere interest in solving the problem faced by customers, and it completes its services on time and correctly from the first time, and the car agency is committed to documenting information without errors.

For the purposes of the study, reliability is defined as expressing the ability of the car agency that provides sales and maintenance services from the customer's point of view to provide the service at the time they request and with accuracy that satisfies their aspirations.

- **Response:**

It is the ability to complete the service accurately, provide the employees of the car agencies with services immediately, and meet the requests of customers quickly.

The response for the purposes of the study is defined as the ability of car agencies to deal effectively with all customer requirements and respond to complaints and work to resolve them quickly and efficiently in a way that convinces customers that they are appreciated and respected by the agency they deal with.

- **Safety:**

The behavior of the car dealership employees and their behavior and dealing in a polite and gentle manner with customers, which makes them feel confident, comfortable and reassured, in addition to the employees having the knowledge to answer customers' questions.

Safety for the purposes of the study is defined as the assurance that the service provided to customers by car agencies is free from error, danger or doubt, including psychological and material reassurance.

▪ **Sympathy:**

The ability of employees to care for each individual customer, to provide them with personal attention, and their ability to understand the specific needs of customers.

Sympathy for the purposes of the study is defined as the display of friendship by car dealerships being keen on the customer and making him aware of his importance and the desire to provide the service according to his needs.

▪ **Trust:**

A state in which a customer is certain of the adequacy or accuracy of something about him or a person or something else, and in the case of people, that confidence can be a kind of assurance of the loyalty of that person (Kincaid, person towards other people or particular issues). 2003

▪ **Commitment:**

The organization provides a specific service precisely to its customers in a way that enables them to rely on this organization (Kincaid, 2003).

▪ **Customer value:**

Is the customer's overall evaluation of the utility of services based on perceptions of what is received and what is provided (Tung, 2004) For the purpose of this study, there are three dimensions of (perceived) customer value: functional, emotional and monetary value are included.

▪ **Customer satisfaction:**

It is a measure of the degree to which a perceived service meets customer expectations (Rouse, 2008 and Westbrook, 1981).

▪ **Customer loyalty:**

It is the process of the customer continuing to deal with the organization and purchasing its services despite the competing organizations that provide better services and lower prices (Tawfiq, 2007).

The obligation to continually repurchase or rearrange a preferred product or service in the future (Oliver, 1997)

2.2. Previous Studies

2.2.1. Arabic Studies

A study (Boanan Nour, 2017), the quality of services and its impact on customer satisfaction.

The study problem was represented in the extent of the impact of port service quality on achieving customer satisfaction. The study aimed to provide a theoretical framework that defines concepts related to service quality, indicators, evaluation models, and ways to improve them, in addition to defining satisfaction, its characteristics and methods for measuring it. It also aimed to apply a model to evaluate the quality of the service provided.

Among the most important findings of the study, the communication process between the port institution and its clients is weak, and this explains why the majority of clients did not know that the institution had obtained the ISO certificate, which is one of the most important changes that occurred in the institution. This service, which requires a large workforce, has a kind of negligence on the part of the workers, which costs customers some losses.

Among the most important recommendations of the study: Although the port institution of Skikda applied the quality management system, it did not live up to the quality that customers demand. Therefore, the institution must search for the defect that exists between the quality in the specifications and the applied quality, and develop a marketing strategy based on quality standards.

A study (Iyad Fathy, 2017), measuring the quality of services provided by a Jawwal company from the point of view of customers.

The problem of the study was to measure the quality of services provided by Jawwal Company from the point of view of customers in the governorates of the Gaza Strip. Services for the best, and it also aimed to determine the relative importance of the different dimensions of the quality of Jawwal's services from the customers' point of view. One of the most important findings of the study is that the employees of the mobile company are not ready and willing to the expected degree to provide assistance to subscribers and new customers.

The behavior of the employees of the Jawwal Company does not give the impression of confidence in the degree expected of subscribers and new customers' expectations.

One of the most important recommendations of the study is the need to develop training programs for employees working on the front lines in meeting customers to increase their awareness of the concept of service quality and qualify them with sales and marketing skills and good treatment with the public in order to improve response rates and sympathy, demonstrating the seriousness of the company's commitment to the promises it made to customers in improving Service quality, clarifying and informing customers of the obstacles and challenges facing the Jawwal company in light of the suffocating siege imposed on the governorates of the Gaza Strip. This study differed from the current study in that this study dealt with measuring the quality of services provided by Jawwal from the point of view of customers in the governorates of the Gaza Strip, and the current study dealt with measuring the quality of services and its impact on achieving customer satisfaction.

A study (Samiha Belhassen, 2016), the impact of service quality on achieving customer satisfaction.

The study's main problem was to what extent does the service quality of Mobiles Corporation affect the satisfaction of its customers, the study aimed to define concepts related to service quality, methods of measuring and improving it and evaluation models, in addition to identifying customer satisfaction and methods of measuring it, identifying customers' evaluation of the quality level of Mobiles services. It also aimed to determine the most important ratios of criteria that customers rely on in evaluating the quality of Mobiles services.

Among the most important findings of the study, the institution's provision of services and the occurrence of some errors in it, and this is due to the lack of monitoring of service providers, the failure of the institution's employees to provide the information that the customer needs, which makes him move between the institution's agents, the length of the response period to customers' complaints. Among the most important recommendations of the study: speed in providing services and responding to customer complaints, increasing promotional campaigns to introduce the services provided by the institution and the changes that may occur, conducting field research to assess customer satisfaction based on modern scientific models to find out the shortcomings in the quality of services and their development.

2.2.2. Foreign Studies

A Study (Juliet, 2013), the effect of airline service quality on passenger satisfaction and loyalty.

The study aimed to examine the effect of airline service quality on passenger satisfaction and loyalty. The randomized sample of the study consisted of 303 participants on international flights using Entebbe International Airport. The study found that the quality of pre-flight, air and post-flight services had a statistically significant effect on passenger satisfaction. Moreover, the study found that passenger satisfaction as a mediating variable had a significant impact on passenger loyalty. The study also found that passenger satisfaction varies from person to person

A Study (Shadozaza, 2013), Quality of Service, Customer Satisfaction and Loyalty.

The study aimed to identify the relationship between service quality, customer satisfaction and loyalty among industrial customers of the Public Electricity Utilities Corporation in Malawi using correlation and regression analysis. The study population consisted of 286 industrial customers of the Public Electricity Corporation in the southern region of Malawi; data were collected from 92 respondents, as a sample, using a questionnaire. The results showed that the quality of service is poor, regardless of the demographic characteristics of the industrial customer and this simply leads to customer dissatisfaction and disloyalty.

A Study (Chris et al., 2012), Modeling Customer Satisfaction and Loyalty.

The study aimed to examine the nature of this association in retail banking, an issue that has not been empirically tested. The study used survey methodology to examine bank customers' attitudes, perceptions, and behavior. The study sample consisted of 200 respondents. The study found a nonlinear relationship between customer satisfaction and customer loyalty. The study also found that predictors of loyalty were correlated with customers' intentions to stay with their bank. The results also indicated that market conditions such as the benefits of switching costs and modern consumer behavior add explanatory power. The study also compared a complete model explaining 56.9 percent of the loyalty variance with a model based only on variables known to banks, which explained only 8.4 percent.

A Study (Wu, 2011), Satisfaction, Inertia, and Customer Loyalty at Different Levels of Tolerance Zone and Alternative Attractiveness.

The study aimed to develop and test a more comprehensive model of customer loyalty ancestry, including satisfaction and inertia. Also, the study looked at how the effects of satisfaction and inertia on customer loyalty vary at different levels of the Tolerance Zone (ZOT), and how they are likely to change due to alternative attractiveness to customers. Mean hierarchical regression analysis was used to test the hypotheses of this study, and the mobile communications industry was chosen as the analysis point for this industry in Taiwan. The results of this study demonstrated that a broader level of ZOT strengthens the positive effect of inertia on 31 customer loyalty, while also reducing the positive effect of satisfaction. The results also indicated that the negative moderate effect of ZOT on the relationship between inertia and customer loyalty would decrease with the increase in alternative attractiveness.

A Study (Rita, 2008), the effect of satisfaction and image on loyalty.

The study aimed to find out the relationship between customer satisfaction and loyalty. The study established a causal model of customer satisfaction and a picture that predicts customer loyalty. The study sample consisted of study results showing that the ski resorts with the highest satisfaction rates and image ratings had the highest loyalty scores.

3. Research Methodology

3.1. Study Approach

The research method is the method that the researcher follows and relies on to reach the final results related to the topic under study. It is the systematic method used to solve a research problem, in addition to the science that is concerned with how scientific research is conducted.

In our study, we relied on the descriptive analytical approach, which is an organized description of the facts and characteristics of a particular group in an objective and correct manner, measuring the quality of car companies' services and their impact on customer satisfaction - an applied study - on the automotive sector in the Kingdom of Saudi Arabia.

3.2. Sources of data

(Polit & Hungler, 1999), the specific data are information obtained during the study. The study made use of primary and secondary data sources. The primary data for any study is the data that has been collected directly by the researcher for a specific purpose, while the secondary source of data is defined as that data that has already been collected not for a particular study, but the researcher resorts to these data for his study.

3.2.1. Primary data

Primary data is new data collected specifically for the purpose of the research study. This data can be collected through various methods, such as interviews, observations and questionnaires (Saunders et al., 2003). For the current work, a detailed questionnaire was formulated to collect primary data during the study of measuring the quality of car companies' services and their impact on customer satisfaction. An applied study on the automotive sector in the Kingdom of Saudi Arabia. During this study, one of the most important tools used was the questionnaire, which is a set of written questions. Paraphrases in which respondents or any of the target respondents score their answers in well-defined alternatives (Sekeran, 2003). It is an efficient and effective way to collect data when researchers know how and what to measure.

3.2.2. Secondary data

In addition to the data collected from the primary source, data has also been extracted from the records and publications of car agencies and companies in the Kingdom of Saudi Arabia, including their annual reports, and also extracted from books, journals and studies, internet, magazines and trade newspapers.

3.3. Study Population

Since the objective of the survey is to measure the quality of car companies' services and their impact on customer satisfaction - an applied study - on the automotive sector in the Kingdom of Saudi Arabia, our study targeted the customers of five of the largest car companies and agencies in the Eastern Province of Saudi Arabia who own the cars under study. The population of this study is the customers of car companies and agencies and the owners of the cars under study, and since the customers are individuals and companies, the study was limited to individuals who own cars only.

3.4. Study tool

3.4.1. Questionnaires

A questionnaire was specifically designed to collect data based on previous studies and references to topics related to the subject of the study and the opinions of several faculty members with experience in this field; As well as some administrators and people with experience in the field of business administration; In order to determine the paragraphs of the questionnaire.

The questionnaire was arbitrated by the experts, and all the required modifications were made to show the questionnaire in its final form. The questionnaire was directed to an initial sample consisting of 25 individuals from five clients of major car companies and agencies in the Eastern Province of Saudi Arabia, with the aim of measuring the quality of the services of car companies and its impact on customer satisfaction within the automotive sector in the Kingdom of Saudi Arabia.

The questionnaire consists of two parts:

The first part: includes the personal information of the respondents (gender, age, educational qualification), in order to determine the types, ages and qualifications of the respondents.

The second part: includes hypotheses questions separately, questionnaire phrases: Questionnaire phrases were directed to five clients of major car companies and agencies in the Eastern Province of the Kingdom of Saudi Arabia (the study sample).

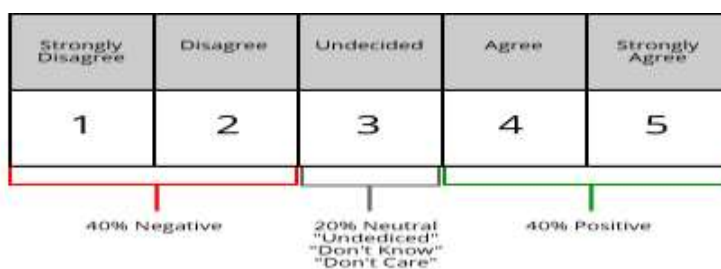


Table 1 - Likert scale 5 point

The questionnaire contained (20) questions, and each individual from the study sample had to select one answer for each question according to the five-point Likert scale. Strongly Agree; Agree; Neutral; Disagree Strongly Disagree) the questionnaire statements were distributed over the five hypotheses of the study; each hypothesis contained several statements.

3.4.2. Interview

The interview gives the researcher an immediate answer from the respondents who provided supplementary data to the questionnaire.

3.4.3. Note

The physical environment of the companies under study was observed.

3.5. Statistical methods

To achieve the objectives of the study and verify its hypotheses, methods and statistical procedures, the following methods of analysis were used:

- **Percentages.**
- **Mean.**
- **Standard deviation.**
- **Chi-square test** - to test the hypotheses of the study.
- **Cronbach's alpha coefficient test** - to verify the validity of the questionnaire items.

In order to apply the above-mentioned statistical methods and methods to the data obtained from the sample answers, the statistical analysis program SPSS was used.

3.6. Reliability and Validity

3.6.1. Reliability

It turned out that all values of Cronbach's alpha coefficient were above 0.93, which is the lowest acceptable value of Alpha this indicates that all Alpha values are suitable for the purposes of the current study (Sekaran, 2003).

Reliability Statistics	
Cronbach's Alpha	No. of Items
.93	5

Table 2 - Cronbach's Alpha reliability test

Cronbach's alpha arithmetic is among the most widely used methods for internal consistency checks or searches (Galvan, 2006). This analysis of similar items within the test is calculated in total for the overall scale,

considering the degree to which all items measure the same structure (Cronk, 2006). Cronbach alpha scores range from 0.00 to 1.00, with values of 0.70 or higher usually considered to indicate sufficient internal consistency reliability when a single scale is used (Galvan, 2006), Cronbach alpha of (.93), for this study showed a sign of the reliability of the internal consistency.

3.6.2. Validity

Tool validity is the extent to which this tool measures what it is supposed to measure (Polit and Hungler, 1993), and content validity is the degree to which the tool represents the factors considered. To validate the content, the questionnaires included a series of questions about TQM practices to improve banking services in Saudi Arabia.

The authenticity of the developed content was confirmed by the compatibility of the questionnaire conducted by the researcher. All questionnaires were distributed to the respondents by the researcher. The questions are formulated in simple language for clarity and ease of understanding. Clear and unambiguous instructions were given to respondents to help them answer the questions. Almost all respondents completed the questionnaires in the presence of the researcher. This was done to prevent respondents from passing the questionnaire on to others to complete on their behalf. External validity is also guaranteed, (Burns and Grove, 1993), define external validity as the generalizability of study results beyond the sample used. All persons contacted by the researcher to participate in the study filled out the questionnaires without any hesitation. Moreover, none of the people contacted by the researcher refused to participate. Therefore, the results in this case can be generalized to all banks in the Kingdom of Saudi Arabia.

4. Analysis of the Results

4.1. Demographic variables

4.1.1. Gender variable

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	102	75.0	75.0	75.0
	Female	34	25.0	25.0	100.0
	Total	136	100.0	100.0	

Table 3 - Distribution of study sample members according to gender variable

From the attached table and chart above, the study conducted on a sample of individuals was (102) males (75%) of the total sample. The number of females (34) constituted (25%) of the total sample.

4.1.2. Age Variable

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30	54	39.7	39.7	39.7
	From 30 < 45	41	30.1	30.1	69.9
	From 45 < 60	31	22.8	22.8	92.6
	More than 60	10	7.4	7.4	100.0
	Total	136	100.0	100.0	

Table 4 - Distribution of the study sample according to the age variable

By reading the previous table and the above graph, we note that the study conducted on the sample members was (39.4%) for the age group less than (30) years, and it numbered (54) individuals from the total sample, while the age group was from (30 to less than 45 Years) represented (30.1%) by (41) individuals from the total sample of the study, while the age group from (45 to less than 60) years represented by (22.8%) by (31) individuals from the total sample of the study, while the age group from (More than 60) years represented by (7.4%) by (10) individuals from the total sample of the study Accordingly.

4.1.3. Educational qualification Variable

		Qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school	52	38.2	38.2	38.2
	High Diploma	35	25.7	25.7	64.0
	Bachelor	38	27.9	27.9	91.9
	Master/DBA	11	8.1	8.1	100.0
	Total	136	100.0	100.0	

Table 5 - Distribution of study sample members according to educational qualification

Through our analysis of the previous table and the above graph, we note that the study that was conducted on the sample members of the educational qualification variable was for holders of a high school certificate (52) individuals, and a percentage of (38.2%) of the total sample size of the study, while those who obtained a high diploma were their number (35) individuals from the total study sample with a percentage of (25.7%), while those holding a bachelor's degree (27.9%) numbered 38 individuals, while for holders of master's and doctoral degrees they represented (8.1%) with (11), and their percentage was less Representation percentage in the study sample.

4.1.4. Number of years of car ownership

Ownership Duration

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 Year	31	22.8	22.8	22.8
From 1 - 3 Years	46	33.8	33.8	56.6
From 4 - 5 Years	49	36.0	36.0	92.6
Moro than 5 Years	10	7.4	7.4	100.0
Total	136	100.0	100.0	

Table 6 - Distribution of study sample members according to years of car ownership

As shown in the table and the attached graph, (22.8%) of respondents kept their vehicles for less than one year, 33.8% kept their vehicles for (1 to 3 years), while (36%) kept their vehicles for more than (4 to 5 years), (7.4%), of respondents kept their vehicle for (more than 5 years).

4.1.5. Sales service visits

Service Visits

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid One Visit	19	14.0	14.0	14.0
More than One visit	117	86.0	86.0	100.0
Total	136	100.0	100.0	

Table 7 - Distribution of study sample members according to sales service visits

As shown in the attached table and chart, (14%) of respondents in the sample visited the agency once to obtain agency services, while (86%) of respondents had more than two visits to agent service.

4.2. Questionnaire axes analysis:

4.2.1. Measuring service quality:

The outward appearance of the agency is attractive.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	41	30.00	30.00	30.00
Agree	88	65.00	65.00	95.00
Neutral	7	5.00	5.00	100.00
Total	136	100.00	100.00	

Table 8 - Distribution of frequencies and percentages of answers of the study sample members - Q1

Through the table above, it was found that (30%) strongly agree with the above statement, (65%) agree, and (5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase "The outward appearance of the agency is attractive".

The agency provides sufficient parking for customers' cars.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	20	15.00	15.00	15.00
Agree	105	77.50	77.50	92.50
Neutral	10	7.50	7.50	100.00
Total	136	100.00	100.00	

Table 9 - Distribution of frequencies and percentages of answers of the study sample members - Q2

Through the table above, it was found that (15%) strongly agree with the above statement, (77.5%) agree, and (7.5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase “The agency provides sufficient parking for customers' cars”.

The agency provides adequate hospitality to the clients.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	51	37.50	37.50	37.50
Agree	82	60.00	60.00	97.50
Neutral	3	2.50	2.50	100.00
Total	136	100.00	100.00	

Table 10 - Distribution of frequencies and percentages of answers of the study sample members - Q3

Through the table above, it was found that (37.5%) strongly agree with the above statement, (60%) agree, and (2.5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase “The agency provides adequate hospitality to the clients”.

The acting front desk staff presents an elegant and attractive appearance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	41	30.00	30.00	30.00
Agree	92	67.50	67.50	97.50
Neutral	3	2.50	2.50	100.00
Total	136	100.00	100.00	

Table 11 - Distribution of frequencies and percentages of answers of the study sample members – Q4

Through the table above, it was found that (30%) strongly agree with the above statement, (67.5%) agree, and that (3%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase, "The acting front desk staff presents an elegant and attractive appearance".

4.2.2. Reliability dimension

The agency shall provide the service on the specified dates.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	61	45.00	45.00	45.00
Agree	68	50.00	50.00	95.00
Neutral	7	5.00	5.00	100.00
Total	136	100.00	100.00	

Table 12 - Distribution of frequencies and percentages of answers of the study sample members – Q5

Through the table above, it was found that (45%) strongly agree with the above statement, (50%) agree, and (5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase, "The agency shall provide the service on the specified dates".

The service provided by the agency meets the needs and expectations of customers.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	24	17.50	17.50	17.50
Agree	112	82.50	82.50	100.00
Total	136	100.00	100.00	

Table 13 - Distribution of frequencies and percentages of answers of the study sample members – Q6

Through the table above, it was found that a percentage of (17.5%) strongly agree with the above statement, and that a percentage of (82.5%) agree.

It is clear from this that most of the study sample supports the phrase, "The service provided by the agency meets the needs and expectations of customers"

The agency provides high-quality services.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	31	22.50	22.50	22.50
Agree	95	70.00	70.00	92.50
Neutral	10	7.50	7.50	100.00
Total	136	100.00	100.00	

Table 14 - Distribution of frequencies and percentages of answers of the study sample members – Q7

Through the table above, it was found that (22.5%) strongly agree with the above statement, (70%) agree, and (7.5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase “The agency provides high-quality services”.

The agency performs the service correctly the first time.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	44	32.50	32.50	32.50
Agree	88	65.00	65.00	97.50
Neutral	3	2.50	2.50	100.00
Total	136	100.00	100.00	

Table 15 - Distribution of frequencies and percentages of answers of the study sample members – Q8

Through the table above, it was found that 32% strongly agree with the above statement, 65% agree, and 3% of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase “The agency performs the service correctly the first time”.

4.2.3. Response dimension:

The agency responds immediately to the client's needs.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	48	35.00	35.00	35.00
Agree	82	60.00	60.00	95.00
Neutral	7	5.00	5.00	100.00
Total	136	100.00	100.00	

Table 16 - Distribution of frequencies and percentages of answers of the study sample members – Q9

Through the table above, it was found that 35% strongly agree with the above statement, 60% agree, and 5% of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase "The agency responds immediately to the client's needs".

Agency employees are always ready to deal with the client.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	34	25.00	25.00	25.00
Agree	102	75.00	75.00	100.00
Total	136	100.00	100.00	

Table 17 - Distribution of frequencies and percentages of answers of the study sample members – Q10

Through the table above, it was found that a percentage of (25%) strongly agree with the above statement, and that (75%) agree.

It is clear from this that most of the study sample supports the phrase "Agency employees are always ready to deal with the client".

Agency staff provides quick service to clients.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	48	35.00	35.00	35.00
Agree	78	57.50	57.50	92.50
Neutral	7	5.00	5.00	97.50
Disagree	3.4	2.50	2.50	100.00
Total	136	100.00	100.00	

Table 18 - Distribution of frequencies and percentages of answers of the study sample members – Q11

Through the table above, it was found that 35% strongly agree with the above statement, 57.5% agree, and 5% are neutral, while 3.4% of the total sample of the study disagrees.

It is clear from this that most of the study sample supports the phrase “Agency staff provides quick service to clients”.

4.2.3.1. The agency gives accurate dates to its clients.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	37	27.50	27.50	27.50
Agree	99	72.50	72.50	100.00
Total	136	100.00	100.00	

Table 19 - Distribution of frequencies and percentages of answers of the study sample members – Q12

Through the table above, it was found that there are (27.5%) who strongly agree with the above statement, and that (72.5%) agree.

It is clear from this that most of the study sample supports the phrase "The agency gives accurate dates to its clients”.

4.2.4. Sympathy dimension

Agency service providers are distinguished in their dealings with clients.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	41	30.00	30.00	30.00
Agree	85	62.50	62.50	92.50
Neutral	10	7.50	7.50	100.00
Total	136	100.00	100.00	

Table 20 - Distribution of frequencies and percentages of answers of the study sample members – Q13

Through the table above, it was found that (30%) strongly agree with the above statement, and (62.5%) agree, and that (7.5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase “Agency service providers are distinguished in their dealings with clients”.

Agency employees show personal interest in clients.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	34	25.00	25.00	25.00
Agree	85	62.50	62.50	87.50
Neutral	17	12.50	12.50	100.00
Total	136	100.00	100.00	

Table 21 - Distribution of frequencies and percentages of answers of the study sample members – Q14

Through the table above, it was found that a percentage of (25%) strongly agree with the above statement, (62.5%) agree, and that (12.5%) of the total sample of the study are neutral.

It is clear from this that most of the study sample supports the phrase “Agency employees show personal interest in clients”.

Service providers are interested in providing advice and guidance to the customer.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	24	17.50	17.50	17.50
Agree	95	70.00	70.00	87.50
Neutral	7	5.00	5.00	92.50
Disagree	10.2	7.50	7.50	100.00
Total	136	100.00	100.00	

Table 22 - Distribution of frequencies and percentages of answers of the study sample members – Q15

Through the table above, it was found that 17.5% strongly agree with the above statement, 70% agree, 5% are neutral, and 7.5% agree.) of the total study sample do not agree.

It is clear from this that most of the study sample supports the phrase "service providers are interested in providing advice and instructions to the customer".

Agency staff understands your special needs.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	31	22.50	22.50	22.50
Agree	99	72.50	72.50	95.00
Neutral	7	5.00	5.00	100.00
Total	136	100.00	100.00	

Table 23 - Distribution of frequencies and percentages of answers of the study sample members – Q16

Through the table above, it was found that (22.5%) strongly agree with the above statement, and (72.5%) agree, and that (5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase "Agency staff understands your special needs".

4.2.5. Safety Dimension:

The behavior of the agency staff instills confidence and security in you.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	51	37.50	37.50	37.50
Agree	71	52.50	52.50	90.00
Neutral	14	10.00	10.00	100.00
Total	136	100.00	100.00	

Table 24 - Distribution of frequencies and percentages of answers of the study sample members – Q17

Through the table above, it was found that (37.5%) strongly agree with the above statement, (52.5%) agree, and (10%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase “The behavior of the agency staff instills confidence and security in you”.

Clients feel safe when dealing with the agency.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	37	27.50	27.50	27.50
Agree	85	62.50	62.50	90.00
Neutral	14	10.00	10.00	100.00
Total	136	100.00	100.00	

Table 25 - Distribution of frequencies and percentages of answers of the study sample members – Q18

Through the table above, it was found that (27.5%) strongly agree with the above statement, and (62.5%) agree, and that (10%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase "Clients feel safe when dealing with the agency".

Service providers enjoy credibility in dealing with customers.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	48	35.00	35.00	35.00
Agree	85	62.50	62.50	97.50
Neutral	3	2.50	2.50	100.00
Total	136	100.00	100.00	

Table 26 - Distribution of frequencies and percentages of answers of the study sample members – Q19

Through the table above, it was found that (35%) strongly agree with the above statement, (62.5%) agree, and (2.5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase "Service providers enjoy credibility in dealing with customers".

The agency strives to achieve customer satisfaction.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	51	37.50	37.50	37.50
Agree	82	60.00	60.00	97.50
Neutral	3	2.50	2.50	100.00
Total	136	100.00	100.00	

Table 27 - Distribution of frequencies and percentages of answers of the study sample members – Q20

Through the table and graph attached above, it was found that (37.5%) strongly agree with the above statement, (60%) agree, and (2.5%) of the total study sample is neutral.

It is clear from this that most of the study sample supports the phrase "The agency strives to achieve customer satisfaction".

4.3. Study hypotheses analysis:

4.3.1. There is a statistically significant relationship between the service tangibility dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.

Variables	Mean	Std. Deviation	Order	Degree
The outward appearance of the agency is attractive.	1.75	.543	2	Strongly Agree
The agency provides sufficient parking for customers' cars.	1.92	.474	1	Agree
The agency offers adequate hospitality to clients.	1.65	.533	4	Strongly Agree
The front desk staff presents the agency with an elegant and attractive appearance.	1.72	.506	3	Strongly Agree

Table 28 – The arithmetic mean and standard deviation – the first hypothesis

Through the table above, we note that in the first place occupied the second phrase "The agency provides sufficient parking for customers' cars", with an arithmetic mean of (1.92) degrees and a standard deviation of (0.474) degrees, which confirms that the majority of the study sample is in a dimension Tangibility confirms that the agency provides adequate parking for clients' cars, while the third statement "The agency offers adequate hospitality to clients" occupied the last place, with an arithmetic mean (1.65) degrees and a standard deviation of (0.533) degrees.

Variables	Chi-Square	Sig.
The outward appearance of the agency is attractive.	21.800	0.000
The agency provides sufficient parking for customers' cars.	35.450	0.000
The agency offers adequate hospitality to clients.	21.150	0.000
The front desk staff presents the agency with an elegant and attractive appearance.	25.550	0.000

Table 29 - The results of the chi-square analysis to clarify the significance of the differences in the answers of the study sample - the first hypothesis

Through the table at the top, we note that all the items of the concrete dimension had chi-square values that had a probability value of (0.000) which is less than the level of significance (0.05), so there are significant statistically significant differences between the answers of the study sample. Accordingly, the validity of the hypothesis was verified, which states that “there is a statistically significant relationship between the service tangibility dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia”.

4.3.2. There is a statistically significant relationship between service reliability and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.

Variables	Mean	Std. Deviation	Order	Degree
The agency is satisfied by providing the service on the specified dates.	1.60	.591	4	Strongly Agree
The service provided by the agency meets the needs and expectations of customers.	1.82	.385	2	Agree
The agency provides high-quality services.	1.85	.533	1	Agree
The agency performs the service correctly the first time.	1.70	.516	3	Strongly Agree

Table 30 – The arithmetic mean and standard deviation – the first hypothesis

Through the table at the top, we note that in the first place, the third phrase “The agency provides high-quality services” was occupied, with an arithmetic mean of (1.85) degrees and a standard deviation of (0.533) degrees, which supports that the majority of the study sample in the reliability dimension supports that The agency provides its clients with high-quality services, while the first phrase “The agency is satisfied by providing the service on the specified dates” ranked last, with a mean (1.60) degree and a standard deviation of (0.591) degree.

Variables	Chi-Square	Sig.
The agency is satisfied by providing the service on the specified dates.	14.600	0.001
The service provided by the agency meets the needs and expectations of customers.	12.900	0.000

The agency provides high-quality services.	25.550	0.000
The agency performs the service correctly the first time.	23.450	0.000

Table 31 - The results of the chi-square analysis to clarify the significance of the differences in the answers of the study sample - the second hypothesis

Through the table above, we note that all the items of the reliability dimension (second, third, and fourth) had chi-square values that had a probabilistic value of (0.000), which is less than a significant level (0.05), while the first paragraph had a chi-square value that had its probabilistic value (0.001), which is less than a significant level (0.05), so there are significant statistically significant differences between the answers of the study sample. Accordingly, the validity of the hypothesis was verified, which states that “there is a statistically significant relationship between service reliability and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.”

4.3.3. There is a statistically significant relationship between response dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.

Variables	Mean	Std. Deviation	Order	Degree
The agency responds promptly to the client's needs.	1.70	.564	3	Strongly Agree
Agency employees are always ready to deal with the client.	1.75	.439	1	Strongly Agree
Agency staff provides quick service to clients.	1.75	.670	1	Strongly Agree
The agency gives exact dates to its clients.	1.72	.452	2	Strongly Agree

Table 32 – The arithmetic mean and standard deviation – the third hypothesis

Through the table above, we notice that in the first place, the second and third phrases "Agency employees are always ready to deal with the client" and "Agency staff provides quick service to clients", with an arithmetic mean of (1.75), a degree and a standard deviation of (0.439) , (0.670), a score, respectively, which confirms that the majority of the study sample in the response dimension supports that the agency’s employees are always ready to deal with the client and provide quick service to customers,

while the last place was occupied by the first phrase “The agency responds promptly to the client’s needs.” with a mean of (1.70) degrees and a standard deviation of (0.564) degrees.

Variables	Chi-Square	Sig.
The agency responds promptly to the client's needs.	18.200	0.000
Agency employees are always ready to deal with the client.	10.000	0.000
Agency staff provides quick service to clients.	33.000	0.000
The agency gives exact dates to its clients.	8.100	0.004

Table 33 - The results of the chi-square analysis to clarify the significance of the differences in the answers of the study sample - the second hypothesis

Through the table above, we note that all the paragraphs of the response dimension (first, second and third) had chi-square values that had a probabilistic value of (0.000), which is less than a significant level (0.05), while the fourth paragraph had a chi-square value that had its probability value (0.004), which is less than a significant level (0.05), so there are significant statistically significant differences between the answers of the study sample.

Accordingly, the validity of the hypothesis was verified, which states that “there is a statistically significant relationship between response dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.”

4.3.4. There is a statistically significant relationship between the dimension of sympathy and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.

Variables	Mean	Std. Deviation	Order	Degree
Agency service providers are distinguished in dealing with clients.	1.78	.577	4	Strongly Agree
Agency employees show a personal interest in clients.	1.88	.607	2	Agree
Service providers are interested in providing advice and guidance to the customer.	2.02	.733	1	Strongly Agree
Agency staff understands your specific needs.	1.82	.501	3	Strongly Agree

Table 34 – The arithmetic mean and standard deviation – the first hypothesis

Through the table above, we note that in the first place, the third phrase “Service providers are interested in providing advice and guidance to the customer” occupied the arithmetic mean of (2.02) degrees and a standard deviation of (0.733) degrees, which supports that the majority of the sample The study in the dimension of empathy supports the interest of service employees in providing advice and instructions to the customer in any problem, while the first phrase “Agency service providers are distinguished in dealing with clients” took the last place, with an average of (1.78) degrees and a standard deviation of (0.577) degrees.

Variables	Chi-Square	Sig.
Agency service providers are distinguished in dealing with clients.	18.350	0.000
Agency employees show a personal interest in clients.	16.250	0.000
Service providers are interested in providing advice and guidance to the customer.	44.600	0.000
Agency staff understands your specific needs.	29.450	0.000

Table 35 - The results of the chi-square analysis to clarify the significance of the differences in the answers of the study sample - the fourth hypothesis

Through the table above, we note that all the items of the empathy dimension had chi-square values that had a probabilistic value of (0.000) which is less than a significant level (0.05), so there are significant statistically significant differences between the answers of the study sample.

Accordingly, the hypothesis was validated, which states that there is a statistically significant relationship between the dimension of sympathy and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.

4.3.5. There is a statistically significant relationship between the safety dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.

Variables	Mean	Std. Deviation	Order	Degree
The behavior of the agency's staff instills confidence and security in you.	1.72	.640	2	Strongly Agree

Clients feel safe when dealing with the agency.	1.82	.594	1	Strongly Agree
Service providers enjoy credibility in dealing with customers.	1.68	.526	3	Strongly Agree
The agency strives to achieve customer satisfaction	1.65	.533	4	Strongly Agree

Table 36 – The arithmetic mean and standard deviation – the fifth hypothesis

Through the table above, we note that in the first place, the second phrase “Clients feel safe when dealing with the agency” occupied the arithmetic average of (1.82) degrees and a standard deviation of (0.594) degrees, which supports that the majority of the study sample is in the dimension of safety, customers support their feelings of safety and comfort when dealing with the agency, while the fourth phrase “The agency strives to achieve customer satisfaction” ranked last, with an arithmetic average of (1.65) degrees and a standard deviation of (0.533) degrees.

Variables	Chi-Square	Sig.
The behavior of the agency's staff instills confidence and security in you.	18.200	0.000
Clients feel safe when dealing with the agency.	10.000	0.004
Service providers enjoy credibility in dealing with customers.	33.000	0.000
The agency strives to achieve customer satisfaction	8.100	0.000

Table 37 - The results of the chi-square analysis to clarify the significance of the differences in the answers of the study sample - the second hypothesis

Through the table at the top, we note that all the items of the safety dimension (first, third and fourth) had chi-square values that had a probabilistic value of (0.000), which is less than a significant level (0.05), while the second paragraph had a chi-square value that had its probabilistic value (0.004), which is less than a significant level (0.05), so there are significant statistically significant differences between the answers of the study sample. Accordingly, the validity of the hypothesis was verified,

Which states that “there is a statistically significant relationship between the safety dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.”

5. Discuss the results

➤ **The relationship between the dimension of tangibility and customer satisfaction:**

The results of the study indicated that all items of the concrete dimension have chi-square values that have a probability value of (0.000) which is less than the level of significance (0.05), so there are statistically significant differences among the answers of the study sample.

Accordingly, the hypothesis that states that “there is a statistically significant relationship between the dimension of service tangibility and customer satisfaction within car agencies in the Kingdom of Saudi Arabia” was validated. The results of this study are consistent with previous research studies, which indicated a positive relationship between tangibles and customer satisfaction (Famiyeh et al., 2018; Gencer & Akkucuk, 2017; Izogo, 2015; Izogo & Ogba, 2015). The study results also appear to be consistent with Famiyeh's et al. (2018) which indicated a strong positive correlation between tangibles and customer satisfaction in Nigerian auto service centers.

It also agrees with the study (Chaichinarat, 2018), which noted that the tangible dimension of service quality was the most important from the point of view of customers in the service centers of Suzuki car dealerships in Thailand. This difference can be attributed to differences in car owners' priorities and expectations for auto repair centers in different countries.

➤ **The relationship between the reliability dimension and customer satisfaction:**

The study proved that all paragraphs of the reliability dimension (second, third and fourth) had chi-square values with a probability value of (0.000), which is less than a significant level (0.05), while the first paragraph had a square value with a probability value of (0.001) which is less than a significant level. (0.05), so there are statistically significant differences between the answers of the study sample.

Accordingly, the hypothesis was validated, which states that “there is a statistically significant relationship between service reliability and customer satisfaction within car agencies in the Kingdom of Saudi Arabia.”

This result appeared to be consistent with findings by other researchers (Azman & Gomišček, 2012; Chaichinarat et al., 2018; Izogo, 2015; Izogo & Ogba, 2015) which showed a statistically significant association between service reliability and customer satisfaction in the automotive service sector.

(Izogo, 2015), studied the relationship between service quality and customer satisfaction in Nigerian auto repair centers and came to the conclusion that the relationship between customer satisfaction and service reliability is robust and statistically significant.

➤ **The relationship between the response dimension and customer satisfaction:**

The results of the study indicated that all the paragraphs of the response dimension (first, second and third) had chi-squared values that had a probability value of (0.000) which is less than a significant level (0.05), while the fourth paragraph had a chi-squared value that had a probability value of (0.004) which is less than the level of Significant (0.05), so there are statistically significant differences between the answers of the study sample.

Accordingly, the hypothesis that states that “there is a statistically significant relationship between the response dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia” was validated.

These findings also support the belief that informing customers of the condition of their vehicles during the repair process, responding to their inquiries quickly, and informing customers when additional repairs are needed can help improve customer satisfaction with car dealerships. The conclusions of this study emerged in agreement with the findings of other researchers (Famiyeh, 2018; Gencer & Akkucuk, 2017; Izogo, 2015; Izogo & Ogba, 2015), who indicated a strong, statistically significant relationship between service and customer response. Satisfaction in the Automotive Service Industry, The results of this study support the conclusions of (Famiyeh's, 2018), found that service response was among the two most important dimensions of quality in terms of the strength of the relationship with customer satisfaction. (Famiyeh's), Assume that the most important component of service response to Thai customers is the ability of service personnel to answer customer calls in a welcoming and professional manner. According to (Famiyeh), second in importance was the ability of service advisors to quickly address customer problems and complaints.

➤ **The relationship between the sympathy dimension and customer satisfaction:**

The study proved that all items of the empathy dimension had chi-square values, a probability value of (0.000), which is less than a significant level (0.05), so there are statistically significant differences between the answers from the study sample.

Accordingly, the hypothesis that states that there is a statistically significant relationship between the dimension of empathy and customer satisfaction within car agencies in the Kingdom of Saudi Arabia has been validated.

This conclusion is consistent with that of (Famiyeh, 2018), investigated the relationship between aftersales service quality and customer satisfaction in the automotive aftermarket repair sector in Thailand. It was determined based on (Famiyeh), the results of the study showed that empathy for service has a statistically significant relationship with customer satisfaction in Suzuki cars. Therefore, it leads to the establishment of contact or personal contact between the customer and the customer follow-up call services consultant after the completion of the work to the customers of the car dealership. Along the same lines, (Izugo, 2015), examined the relationship between feedback with service and customer satisfaction. (Izugo) concluded that empathy for service is a service provider provided from a customer's perspective.

➤ **The relationship between the Safety dimension and customer satisfaction:**

The results proved that all elements of the safety dimension (first, third and fourth) had chi-square values with a probability value of (0.000), which is less than a significant level (0.05), while the second paragraph contains a chi-square value that has a probability value of (0.004) which is less than a significant level (0.05), so there are statistically significant differences between the answers of the study sample. Accordingly, the hypothesis that states that “there is a statistically significant relationship between the safety dimension and customer satisfaction within car agencies in the Kingdom of Saudi Arabia” was validated.

6. Recommendations

Based on the above results, the study proposes the following recommendations

- Since the quality of service is the main element in customer satisfaction and that in itself affects the loyalty of customers, car agencies and companies are required to provide a higher quality

service that exceeds customer expectations in order to obtain their satisfaction, which reflects positively on their loyalty

- Automobile agencies and companies have to attract customers by focusing on the perceived value of the customer, with the purpose of gaining a large market share by gaining the satisfaction of their customers.
- Automobile agencies and companies have to train their employees to provide quality services including their appearance and willingness to help customers and gain their trust. Such centers
- Car agencies and companies should enhance the factors that help in achieving customer satisfaction by improving the quality of their services to enhance their confidence in the service provided.
- Automobile agencies and companies must provide security in providing services to customers in order to earn their loyalty.
- Automobile agencies and companies should pay more attention to customers and the promises they make to them.
- Car agencies and companies must pay attention to respond to customers' requirements and meet their needs on time.
- The need for car agencies and companies to pay attention to the tangible aspects of agency buildings; Such as modern buildings, comfortable organized location and general appearance as one of the important factors that are taken into consideration when evaluating clients for agency services.
- The management of car agencies and companies must constantly work on developing and improving the technology used in providing and striving towards owning the best and latest technological means used in the field of car services.
- Service providers within car agencies and companies should have a decent appearance.
- Car agencies and companies must provide the service on time.
- The need for the management of car agencies and companies to improve and develop their services to reach the expectations of their customers, which ensures the continuity of their dealings and thus enhances its competitive position by providing high-quality services.
- Car agencies and companies must work to provide their services properly.

- The need to enhance the interest of car agencies and companies to respond quickly and meet the demands of customers
- Car agencies and companies must listen to customers and receive their complaints and quickly resolve them.
- Providers of car agencies and companies should not be preoccupied with their internal work in responding to customers' requests.
- The service providers in the car agencies and companies should be sophisticated in their dealings.
- Service providers should pay attention to providing advice and guidance to customers 0
- It is necessary to treat the customer within the car agencies and companies with special treatment as the only and important customer to him.
- The senior management of car agencies and companies must put the customer's interest at the forefront of their concerns.
- The necessity of respecting the customer's notice of safety when dealing with car agencies and companies.
- Service providers must have credibility in providing service to the customer within car agencies and companies.
- Car agencies and companies must strive to achieve customer satisfaction.
- The behavior of service providers should make customers feel confident.

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