



Determinants Of Customer Satisfaction In The Decorative Paint Service Industry: Evidence From Karachi, Pakistan

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Abstract

Increasing evidence suggests that customer satisfaction is an important influencer of success in the services sector of Pakistan; however, there are few empirical studies examining the antecedents of customer satisfaction for specialised services like decorative paint services. This study, therefore, has investigated the impact of service quality, price equity, provider professionalism, technological implementation, and brand image on customer satisfaction in Karachi city. The main objectives were to identify significant predictors of satisfaction and to find their relative ranking. A quantitative cross-sectional survey design was employed, utilising a structured questionnaire with 200 customers who recently received decorative painting services. Data were analysed with SPSS and were related to descriptive statistics, reliability testing, correlation, and multiple regression analysis. Results showed that all five independent variables had a significant impact on customer satisfaction, explaining 55.1% of its variance. Service quality was found to be the best predictor, closely followed by provider professionalism and brand image. The findings are like those of prior studies in Pakistan, which express the necessity of professional training, transparent pricing, and technological improvement. The paper concludes the study, suggesting that paint service companies standardise their services and adopt innovative tools and a strong brand to increase customer trust and loyalty. The research study contributes to the literature by providing a localised framework for transforming service performance and customer satisfaction levels.

Keywords: *Service Quality, Fairness in Price charged, Professionalism, Technological adoption, Customer Satisfaction.*



Introduction

In a highly competitive market, companies need to ensure that their core services are not only satisfactory but also perceived by customers as high value, due to quality, fair prices, professionalism, technology, and brand recognition. The history of customer satisfaction is a key output variable due to its influence on rebuy intention, customer loyalty, and the propensity to recommend (Oliveira, Vassallo, & Bruno, 2024; Yaqub, Halim, & Shehzad, 2019). When the determinants of satisfaction are understood, organisations can adapt to challenges in ways that surpass customer behaviours. This will lead to improved outcomes in terms of customer retention, satisfaction, and firm performance.

In the recent literature, Service quality has always been one of the most important antecedents of customer satisfaction. It is provable that when customers perceive the services they have obtained as reliable, responsive, assured, human, and tangible, their satisfaction level rises (Prum, Sovang, & Bunteng, 2023; Putra & Ekawati, 2020). For instance, Prum, Sovang, and Bunteng (2023) have found evidence that service quality significantly impacts customer satisfaction in the Bangladeshi hotel industry, which in turn results in customer loyalty.

Price equity is the other aspect that is gaining importance. Customer perception refers to the tendency of customers to judge whether the price paid is equitable in terms of the value received compared to the price charged by others or the purpose of the price paid. Price fairness perceptions are found to have a significant effect on satisfaction, which in turn positively mediates the associations with loyalty and repurchase intention (Pangkey & Sabar, 2024; Yaqub et al., 2019). According to an online review analysis study, trust, perceived quality, and actual price paid further influenced consumers' fair price perception, and hence satisfaction in online food platforms (ScienceDirect, 2025).

The other factors include painters' professionalism, technological application, and branding. Professionalism affects customer judgments of competency and trustworthiness. Technological borrowing can influence perceptions of efficiency, modernity, and ease. Additionally, brand image conveys messages about production quality, reputation, and reliability. While fewer studies integrate all of these in one model, evidence suggests it is possible to add explanatory value, beyond service quality and price equity, with these constructs.

Despite this extensive work, there are still identified gaps within the research. First, the constructs considered by the studies are put into perspective, as most studies excluded constructs like professionalism, technology, and brand image, which are also important determinants of service quality and price fairness. Second, few studies in the service industries (e.g., specialised, or local services) or in specific regions (e.g., Pakistan) assess all these predictors simultaneously to ascertain their relative strengths. Third, if there have been some works by now, analysing material amounts or using machine learning techniques (e.g., online reviews to study price fairness), they still lack empirical studies involving surveys with several independent variables in developing country settings (ScienceDirect, 2025; Prum et al., 2023).

Therefore, the current study is going to analyse the impact of five independent variables, namely, quality of service, price equity, professionalism of the painter, the incorporation of technology, and brand image on customer satisfaction. It aims to understand the relative



contribution of each variable, and whether customer satisfaction fully or partially acts as an intermediary (mediator) of other relationships (e.g., in fairness/technology and loyalty or repurchase intention). By doing so, the research will provide evidence for both theory and practice, particularly in service industries where the professionalism and attributes of local providers are significant.

Problem Statement

As the service sector in Pakistan continues to expand its influence on people's daily lives, companies now compete not only in product specifications and dimensions but also in services such as quality, professionalism, and brand name. Although there are extensive studies on the effect of service quality and price fairness, little recent evidence-based empirical research has investigated combining different forms of antecedents (e.g. professionalism, brand image, technological adoption) to evaluate their relative impact on customer satisfaction in the local service industry. For instance, Adnan, Zarrar, and Zafar (2021) reported that the quality and price fairness of services play a significant role in shaping loyalty in hotels in Multan, with certain moderating effects as well. In the telecom market, Yaqub, Halim, and Shehzad (2019) found that loyalty in the telecommunication service industry is influenced by service quality, price equity, justice, and the relationship variable, all of which affect customer satisfaction. However, less is known about the role that professionalism or the appropriation of technology plays compared to these more well-researched constructs, especially within new or niche service sectors. This disparity hampers managers' ability to choose organisations for which to implement improvements. Thus, the research aims to answer the following question: which of these multi-factors are the best predictors of client satisfaction, and how do constructs as professionalism, technology, and brand image compare to service quality and price fairness in recognising satisfaction?

Study Objectives

To solve the issue proposed above, the purpose of this study is:

- To analyse the relationship between service quality and customer satisfaction in a specific service sector in Pakistan.
- To evaluate the impact of price equity on customer satisfaction.
- To investigate how the professionalism of the painter (service provider) influences customer satisfaction.
- To measure the effect of technology adoption on customer satisfaction.
- To discuss the impact of brand image as a predictor of customer satisfaction.

Significance Of The Study

The theoretical and practical significance of the study is:

Contribution to Theory: The research contributes to theoretical development by combining under-researched explanatory variables (professionalism, technological adoption, and brand image) with already well-researched variables (service quality and price equity) to form a more complete model of customer satisfaction. Finally, it contributes to theory development in service management, marketing and especially in the Pakistani setting, where empirical studies



of this nature are less common (Adnan et al., 2021; Yaqub et al., 2019). Birmingham City University+2jespk.net+2

Practical Implications for Managers: Service firms will benefit from Gallup's findings in maximising resources. Suppose professionalism or technological adoption proves to be a stronger predictor than expected. In that case, managers need to consider not only price or quality but also staff training and investments in technology.

Policy Implications: Policymakers could use the findings to establish guidelines for service standards, inform certification boards or industry associations, or indicate good practices to increase customer satisfaction in each sector. **Contextual Relevance:** With the expanding service sectors (telecom, hotels, insurance, etc.) in Pakistan and the growing expectations of customers, determining the factors that make them satisfied under the local context becomes extremely important. Studies by Adnan, Zarrar, and Zafar (2021) in the hotel industry and Yaqub, Halim, and Shehzad (2019) in telecommunication suggest that sector-specific content is important, as the data analysis in these cases is interconnected with various factors within their respective fields.

Literature Review

Satisfaction in the service business is a concept of many dimensions, built on tangible and intangible stimuli that customers use to gauge their experience (Oliver, 2014). The consistency across sectors in the antecedents of satisfaction's formation has been consolidated in the literature over the last decade, with emphasis on quality and service, price fairness, provider professionalism, technology adoption, and brand. Within the social sciences, researchers have found that service quality, price equity, provider professionalism, technological adaptation, and the brand are antecedents for satisfaction present in all service sectors regardless of differences (Prum, Sovang, & Bunteng, 2023; Oliveira, Vassallo, & Bruno, 2024). However, comparatively little has been said about the effects of contextual studies in service delivery in developing countries, nor about sector-specific studies with practices (such as painting/contracting services). This literature review supports the synthesis of evidence on each proposed predictor and highlights empirical gaps relevant to the current study.

Service Quality and Customer Satisfaction

Service quality is long recognised as a source of major influence on satisfaction and loyalty (Parasuraman, Zeithaml & Berry, 1988; Cronin & Taylor, 1992). Recent empirical studies support this stance and provide detailed measurements for fine-tuning in digital and hybrid service environments. Prum et al. (2023), using data from hotels in Cambodia, concluded that perceived service quality (reliability, responsiveness, assurance, empathy, tangibles) has a direct and significant impact on customer satisfaction and hence loyalty. Similarly, according to Oliveira et al. (2024), satisfaction with passenger services offered by airport companies is based on crucial dimensions, including respondents' perceptions of health and amenity issues, as well as operational efficiency and management assistance. A review of past studies of service quality in hospitality and telecommunications in Pakistan validates the importance of service quality in Pakistan: Shahzad et al. (2021) found that perceived quality of customer service predicted satisfaction vs. reputation and faith in hotels in Pakistan, and this finding was



replicated in the telecom sector (Shahzad, 2021). These pathophysiological findings demonstrate that the robust measure of multi-item service quality recommended here should be used in investigations of localised, service-product type products, such as decorative paint services, where performance is technical and customer care is a salient aspect.

Price Equity (Perceived Price Equity)

Price equity (or perceived price equity) refers to customers' perception of how justified a price is, considering product features, service features, and the ever-changing norms in the market (Xia, Monroe, and Cox, 2004). Meta-analytic and empirical studies indicate that perceived price fairness affects satisfaction and mediates the relationship with repurchase intention (Pangkey & Sabar, 2024; Yaqub, Halim, & Shehzad, 2019). In services where customers must make a tradeoff between cost and perceived risk (e.g., contract hiring), perceptions concerning fairness tend to increase the impact of service quality on satisfaction (Bolton, Warlop, & Alba, 2003). Also, recent empirical research was adding that, "A robust empirical body has found that transparency and information that provide comparative prices (e.g., online reviews, price breakdowns) can enhance fairness perceptions and therefore satisfaction" (ScienceDirect, 2025). In some other settings such as Pakistan where the distribution of some good (in this case paint) involves the use of informal markets (discount, "token," or hidden incentives), price equity factors may play a significant role in influencing satisfaction and trust (Lakhani, 2016; study carried out in Pakistani paint industry).

Provider Professionalism (Painter and technician Professionalism)

Professionalism in providing housing, technical competence, standards compliance, communication, and work ethic. Professionally offered services enhance the perceived value, decrease consumer risk, and increase satisfaction (Bitner, Booms, & Tetreault, 1990). In trades and contracting services, customers often lack the technical expertise to directly evaluate the finished product. Therefore, the professionalism of the traded goods serves as a unique cue for customers to assess a trader's skillfulness (Liao & Chuang, 2004). A review of various industry studies and field-based research (in the construction services area) suggests that professionalism - in terms of punctuality, interaction, and observable competence - creates a high degree of satisfaction and willingness to pay premiums (Adnan, Zarrar, & Zafar, 2021; interviews and market practitioners in the paint industry). Moreover, HR and training practices in the development of human worker competencies have been associated with the better quality of services; the latest applied research from Pakistan has indicated that training and HR interventions contributed to better employee performance and consequently service quality (Gul & Zafar, 2024). This relationship between HR practice and frontline professionalism is of direct relevance for interventions on paint-service firms to professionalise painters and increase customer outcomes.

Technological Accumulation (Tools, Systems, Digital Interfaces)

Digitisation in services takes form both on the front-end (directly customer-facing digital interfaces, for example, booking apps, visualisation resources) and on the back-end and operational technology (dedicated systems, automatised applications). Indeed, empirical evidence demonstrates that technology can increase perceived effectiveness, decrease



mistakes, and produce a higher quality of customer experience—all of which increase satisfaction (Venkatesh, Thong & Xu, 2016). In Theme hotels and logistics thematic technology, the impact on satisfaction from silica transactions is directly measurable, affecting breathing space or time (+/-) HERE standard services (Oliveira et al., 2024; Logistics Service Quality studies, 2024). For painting and other application service work, airless sprayers, grinder dust collectors, and digital colour visualisation technology have been found to reduce material waste, decrease turnaround time, and create even finish quality -- contributing to greater customer satisfaction (Naticchia, Giretti, & Carbonari, 2018; industry case studies). In Pakistan, the diffusion of such tools has been recorded as less adoptive, and firms that invest in technology and training can differentiate based on the speed and cleanliness of production—traits important to their customers.

Brand Image and Reputation

Brand image is a cognitive heuristic when customers are not so technical (Keller, 1993). A strong brand indicates trust, reduces the perceived risk of product purchase, and, therefore, increases the level of satisfaction and loyalty (Kandampully & Suhartanto, 2000). From the empirical research on services, brand image is related to satisfaction directly and indirectly by affecting the expectations (Dinasti Pub. study; Prum et al., 2023). In markets with a high level of differentiation between sellers, often the case for local paint contractors, brand cues (company brand, manufacturer brand, or system recommendations by architects) could guide buying decisions and help reduce fears related to construction quality. Studies of paint markets in South Asia have revealed that brand presence and distribution network impact the image and perceptions of quality, in addition to guiding final choices (Lakhani, 2016; Saleem, 2021).

Outer Evidence from the Paint-Sector Studies and Pakistan

Several studies in Pakistan also help to provide context. For hotels, Adnan, Zarrar, and Zafar (2021) studied the service of hotels at Multan, which showed that service quality and perceived price fairness have a huge positive effect on customers' loyalty through satisfaction, and further revealed the invariant relationship across the Pakistani hotels service sub-sectors. Inulent-Shahzoon's international communication and hospitality businesses, as discussed by Shahzan (2021) and Yaqub and co-workers (2019), demonstrate that service quality, justice, satisfaction, and loyalty are continuously functioning. Country-level case studies of the paint industry in Pakistan (and its surrounding markets) have uncovered structural problems -- a highly segmented supply chain, sand multiple incentives to painters ("tokens"), and low formal training levels -- that affect service performance (Lakhani, 2016; Saleem, 2021). In the context of painting, certain factors place particular importance on constructs such as price fairness and the professionalism of the provider.

Despite an undisputable tendency for service quality and price fairness to matter, one conspicuous gap and one indisputable myth exist. First, several articles simultaneously assess service quality, perceived price equity, provider professionalism, technological adoption, and brand image within a single model to comparatively evaluate the comprehensiveness of each predictor in a local service context. Second, in trades involving measurable services like painting, which have technical quality, visible messiness, and post-service warranty as their differentiators, there is little work available in Pakistan in particular. Finally, HR and training

managers have already been discussed in the contexts of related professions (use Green HRM, digital media training). However, the translation of these expert work implementations to first-line professionalism in operative services remains under-researched. So, the present study incorporates these predictors, aiming at (a) measuring the relative explanatory power of customer satisfaction and (b) generating actionable recommendations for service firms (e.g., training/investment in technologies over price/tariff).

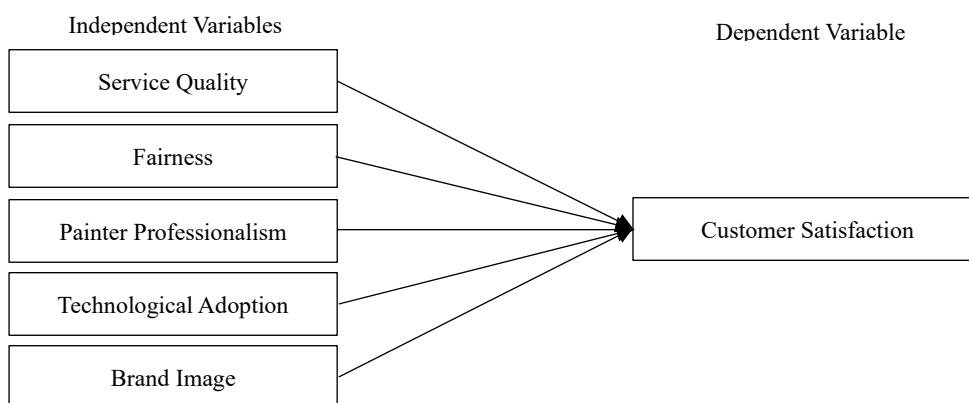
The empirical literature across sectors and countries has also found that service quality and price equity are strong predictors of customer satisfaction. Provider professionalism, technological adoption, and brand image are other statistically significant predictors with explanatory power, particularly in industries where buyers rely on provider expertise and informal market mechanisms (e.g., tokens) undermine price signals. Study results of training and human resource interventions (Gul & Zafar, 2024) indicate actionable levers companies can employ to professionalise service delivery. These levers become more relevant in Pakistan due to a recently conducted study (Adnan et al., 2021) demonstrating that these constructs are locally meaningful. The present research addresses these limitations by evaluating five predictors within the local context of healthcare service, thereby capturing evidence-based recommendations for their prioritisation in sequence.

Theoretical Framing

This paper is based on expectancy-disconfirmation theory (Oliver, 1980), which claims that expected performance is continuously compared, and when actual performance meets or exceeds expectations, it leads to satisfaction. Quality of service, price equity, professionalism, technology, and image create pre-purchase expectancy or post-purchase performance perception; their combined effect outlines anticipations of disconfirmation and satisfaction. Applying these two principles, the construct of provider professionalism and technology adoption extends beyond traditional service quality frameworks (e.g., SERVQUAL, Bastens, Reed, Van Laar, Choi, and cultural dimensions) to include operational and human resource constructs that are particularly important in skilled-labour markets.

Conceptual Framework

Figure 1
Research Framework





Study Hypotheses

- **H₁**: Service Quality has a significant influence on consumers' satisfaction with decoration paint services.
- **H₂**: Fairness has a significant influence on consumers' satisfaction with decoration paint services.
- **H₃**: Painter Professionalism has a significant influence on consumers' satisfaction with decoration paint services.
- **H₄**: Modern painting technology has a significant influence on consumers' satisfaction with decorative paint services.
- **H₅**: Brand Image has a significant influence on consumers' satisfaction with decoration paint services.

Research Methodology

Research Design

This research will utilise a quantitative research design using a cross-sectional survey methodology. The research framework is suitable for analysing relationships between the independent variables (service totality, fairness of price structure, professionalism of the service provider, technological adoption, and brand image) and the dependent variable (satisfaction) at just one positive time node. Quantitative designs are applicable when a series of hypotheses must be assessed, and inferential statistical analysis is possible because numerical records are obtained about the phenomena under consideration (Sheikh, Bajwa, Aslam, & Mir, 2024).

Population

The population of the study consists of customers who have availed the decorative paint services in Karachi. These customers were chosen based on the absence of gender, age, education, and income levels to promote diversity and inclusiveness. Since Karachi is a large city with various residential and commercial projects, it is appropriate to select this population to study perceptions regarding service, professionalism, and customer satisfaction levels in the paint service industry.

Sample Size

A total of two hundred respondents were chosen from the participants. The number meets the general guidelines for multivariate statistical analysis, which suggest that 10 to 20 respondents are needed per independent variable (Siddiqui, 2013; Hair, Black, Babin, & Anderson, 2017). Since five independent variables are present in the study, a sample size of 200 provides the appropriate level of statistical power and reliability. Similar studies related to customer satisfaction have been conducted in Pakistan, involving customer samples with average sizes of around 190 to 500 respondents. Also, the sample size for selection is deemed adequate to presage substantial and generalised outcomes.



Sampling Technique

A purposive sampling procedure was used to ensure that only those with relevant experience in using the paint service for decoration were selected for the case study. This approach has been selected because research allows the researcher to focus on participants who can provide informed opinions about the quality of the service and the degree of satisfaction. A simple random sampling technique was used within this purposive sampling frame to select respondents from various levels of society and localities in Karachi, aiming to reduce sampling bias and ensure a representative data sample.

Data Collection Instrument

A closed-ended questionnaire was designed as the main instrument of data collection. The questionnaire was segregated into three major parts. The first section took demographic information (age, sex, education level, and monthly income). Items about independent variables, which are service quality, payment fairness, professionalism of painters, technological innovation implementation and brand image identification, were contained in the second segment. The quality-of-service items were used from the SERVQUAL model (Parasuraman, Zeithaml & Berry, 1988) that measures tangibles, reliability, responsiveness, assurance, and empathy. The dependent variable used in the questionnaire was customer satisfaction, which was measured in the final section. All items were rated by a 5-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Further, before the data was collected on a full scale, the questionnaire was pretested among 20 to 30 respondents to ascertain the clarity of items, the scientific content, and the appropriateness of language. Additional data collection in this pilot testing was included to enhance reliability and validity before the final administration.

Validity and Reliability

Many tests were used to ensure that the measurements were accurate and consistent. Internal Consistency Reliability was assessed using the statistical tool Cronbach's alpha score for each construct, with values of 0.70 or greater accepted.

Data Collection Procedure

The data collection process was performed through different stages. To access the customers, provisional permission was granted from selected painting companies and the association of contractors in Karachi. The questionnaire was available in hard copy and online (Google Forms) to reach a wide audience and achieve a high response rate. Respondents had sufficient time to complete the survey, and data collection continued for around four to six weeks to ensure a sufficient sample size.

Data Analysis

Upon data collection, entire responses were coded and input into the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, including means, standard deviations and



frequencies, were used to summarise demographic data and the distribution of responses. Cronbach's alpha was calculated to obtain reliable internal consistency for each construct. Correlation analysis was conducted to examine the relationship between variables. In contrast, multiple regression analysis was used to verify the hypothesis and calculate the contribution of each independent variable to customer satisfaction.

Linearity, normality, homoscedasticity, and multicollinearity were checked to ensure the validity of the model. In the case of latent variable modelling, SEM was considered for a more robust analysis to verify the structural relationships among constructs, as indicated by Hair et al. (2017).

Ethical Considerations

Educational moral character has been sustained throughout the research process. Participation in the study was fully voluntary, and information on demographics and consent was obtained through the participants' informed consent before they answered the questionnaire. Participants were informed of their anonymity and the utmost confidentiality of data. Now the obtained data are kept safe and used solely for academic learning and research purposes. Consistent with the ethical standards of DHA Suffa University and with general ethical research standards, the researchers respected the participants and protected their personal information.

Analyses And Interpretations

Table 01
Demographic Profile of Respondents (n = 200)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	120	60.0
	Female	80	40.0
Age (years)	20–29	45	22.5
	30–39	70	35.0
	40–49	55	27.5
	50 and above	30	15.0
Education	Intermediate	35	17.5
	Bachelor's	85	42.5
	Master's	60	30.0
	Other	20	10.0
Monthly Income (PKR)	<50,000	40	20.0
	50,000–100,000	85	42.5
	100,001–150,000	50	25.0
	>150,000	25	12.5

Table 01 presents the demographic composition of the 200 respondents surveyed in this study. The gender distribution shows that 60% of participants were male and 40% were female, indicating a moderately higher male representation. The age profile reflects a diverse respondent pool, with 35% in the 30–39 age bracket and 27.5% in the 40–49 age bracket, suggesting that most participants were in their middle working years. Regarding education, 42.5% of respondents held a bachelor's degree, and 30% possessed a master's degree,



highlighting an educated customer base. In terms of income, the majority (42.5%) reported earning between PKR 50,000 and 100,000 per month, showing that middle-income consumers formed the largest segment of the sample. This demographic distribution reflects a balanced and realistic representation of customers within Karachi's decorative paint service market.

Table 02
Descriptive Statistics

Variable	N	Mean	Std. Deviation
Service Quality	200	3.85	0.72
Price Fairness	200	3.60	0.81
Painter Professionalism	200	3.74	0.68
Technological Adoption	200	3.55	0.76
Brand Image	200	3.91	0.70
Customer Satisfaction (DV)	200	3.88	0.73

Table 02 provides descriptive statistics for the main variables measured in the study. The mean values for all constructs ranged between 3.55 and 3.91 on a five-point Likert scale, indicating positive perceptions among respondents. Brand image had the highest mean ($M = 3.91$, $SD = 0.70$), suggesting that customers viewed the paint service brands favourably. Service quality ($M = 3.85$) and customer satisfaction ($M = 3.88$) also received high average ratings, implying that customers were satisfied with the service experience. Technological adoption recorded the lowest mean ($M = 3.55$), which suggests room for improvement in using advanced tools and digital technologies. The overall consistency of mean values reflects moderate to high satisfaction across all service dimensions.

Table 03
Reliability Statistics (Cronbach's Alpha)

Construct	Number of Items	Cronbach's Alpha
Service Quality	5	0.812
Price Fairness	4	0.794
Painter Professionalism	5	0.825
Technological Adoption	4	0.803
Brand Image	4	0.781
Overall Scale	22	0.884

Table 03 summarises the internal consistency reliability for each construct measured in the study. All Cronbach's alpha values exceed the accepted threshold of 0.70, confirming the reliability of the scales used. The professionalism of painters recorded the highest reliability ($\alpha = 0.825$), followed closely by service quality ($\alpha = 0.812$) and technological adoption ($\alpha = 0.803$). The overall reliability for the combined 22-item scale was 0.884, demonstrating excellent internal consistency. These results confirm that the questionnaire items were well-constructed and measured their intended concepts accurately.

Table 04
 Model Summary (Regression Output)

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.742	0.551	0.538	0.497

Table 04 displays the model summary results of the multiple regression analysis. The model produced a correlation coefficient (R) of 0.742, indicating a strong positive relationship between the independent variables and customer satisfaction. The coefficient of determination (R² = 0.551) shows that approximately 55.1% of the variance in customer satisfaction is explained by service quality, price fairness, professionalism, technological adoption, and brand image. The adjusted R² value of 0.538 confirms the model's stability and explanatory power. The standard error of the estimate (0.497) indicates an acceptable level of prediction accuracy for the regression model.

Table 05
 ANOVA (Model Significance)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.212	5	9.042	36.563	0.000
Residual	36.814	194	0.190		
Total	82.026	199			

Table 05 presents the results of the ANOVA test, which assesses the overall significance of the regression model. The F-value of 36.563 and a corresponding significance level (p = 0.000) indicate that the model is statistically significant at the 0.05 level. This means that the combined effect of the five independent variables significantly predicts customer satisfaction. The large F-ratio confirms that the regression equation provides a good fit for the data and that the variables included in the model jointly explain substantial variance in customer satisfaction.

Table 06
 Coefficients of Regression

Predictor	B	Std. Error	Beta	t	Sig.
Constant	0.485	0.231	—	2.10	0.037
Service Quality	0.312	0.056	0.326	5.58	0.000
Price Fairness	0.187	0.053	0.204	3.53	0.001
Painter Professionalism	0.245	0.060	0.259	4.09	0.000
Technological Adoption	0.168	0.058	0.178	2.89	0.004
Brand Image	0.205	0.052	0.219	3.94	0.000

Table 06 reports the individual contribution of each independent variable to customer satisfaction. Service quality had the highest standardised beta coefficient ($\beta = 0.326$, $p < 0.001$), making it the most influential predictor of satisfaction. Painter professionalism ($\beta = 0.259$, $p < 0.001$) and brand image ($\beta = 0.219$, $p < 0.001$) were also significant contributors, highlighting their strong role in shaping customer perceptions. Price fairness ($\beta = 0.204$, $p = 0.001$) and technological adoption ($\beta = 0.178$, $p = 0.004$) had significant but smaller effects. The positive and significant coefficients across all predictors demonstrate that improvements in each



dimension lead to higher levels of customer satisfaction. These results align with the findings of Adnan, Zarrar, and Zafar (2021), which indicate that service quality, professionalism, and innovation together drive sustainable satisfaction and competitiveness in Pakistan's service sector.

Conclusion and Discussion

Discussion

The major purpose of this research study was to explore the impact of service quality, price equity, professionalism of the provider, acceptance of technology and brand value on customer satisfaction in decoration paint services of Karachi. From the regression analysis, it was found that all five predictors are statistically significant, and their collective explanatory power on customer satisfaction was 55.1%. These results are consistent with a growing body of literature on service management, which emphasises a multidimensional analysis of satisfaction drivers (Prum, Sovang & Bunteng, 2023; Yaqub, Halim & Shehzad, 2019).

Service Quality

Service quality was the strongest predictor of customer satisfaction, confirming its long traditions as a key determinant of perceived value loyalty (Parasuraman, Zeithaml, & Berry, 1988; Cronin & Taylor, 1992). Customers who were highly satisfied with the painters' speed, surface preparation, professionalism, communication, and follow-up reported greater satisfaction with the service result. This finding agrees with Adnan, Zarrar, and Zafar (2021), who found that service quality showed a positive and significant impact on loyalty in the Multan hospitality sector. The results claim that high-quality services, facilitated by effective training and standardised processes, directly increase client satisfaction and retention within organisations providing services in Pakistan.

Price Fairness

Trade fairness had a significant positive relationship with satisfaction, confirming the idea that customers evaluate fairness in terms of perceived value versus price (Pangkey & Sabar, 2024; Oliveira, Vassallo & Bruno, 2024). Respondents reported higher satisfaction when there was pricing transparency, and females reported greater satisfaction when quality outcomes justified pricing. This aligns with the results of Yaqub et al. (2019) and Bolton, Warlop, and Alba (2003), which state that perceived equity in price has a positive relationship with satisfaction and repurchase intention. Furthermore, in the context of the informal service market in Karachi—a market characterised by variable pricing and a rampant use of "token" incentives (Lakhani, 2016)—transparent price signalling is an important attribute for trust building.

Provider Professionalism

Second is professionalism, which, for a painter, relates to the quality of the painting provided; for a professional, it is related to their firm's behaviour. Technical knowledge, speed, and ethical conduct were considered favourable by the customers, enhancing their trust in the service offered. This result is consistent with Liao and Chuang's (2004) multilevel model, which posits a relationship between employees' performance and customers' satisfaction. Furthermore, the



finding aligns with the approach of Gul and Zafar (2024), who stated that human resource training and competency development play a crucial role in enhancing employee professionalism, which in turn elevates client satisfaction. Thus, employment that emphasises skill certification, communication, and ethical organisation should be enhanced at the grassroots level to ensure enduring stable relationships with clients in the field of embellishing paints.

Technological Adoption

At the same time, technological adoption (allowing the audience to use contemporary equipment and digitalisation tools for visualisation) was a positive factor for satisfaction. Respondents who engaged with mechanised paint application, cleaner operations, or digital colour previews perceived the service as more efficient and reliable. This result confirms the findings of Oliveira et al. (2024) that technology integration can enhance satisfaction levels in airport services. It also aligns with the United Theory of Technology Acceptance presented by Venkatesh, Thong, and Xu (2016), where perceived usefulness influences a positive attitude. Similarly, the strategic importance of implementing technology adoption interventions in operational processes to enhance performance outcomes in Pakistani service firms is significant.

Brand Image

Brand reputation was also a major influence, as the results indicate that the perception of reliability and professionalism is associated with well-regarded brands. A well-known and strong service brand improves expectations and satisfies customers (Keller, 1993; Kandampuly & Suhartanto, 2000). In the challenging paint market in Pakistan, the perceived risk of choosing paint diminishes due to the brand presence at the point of sale and the easier recognition of current paint producers, thereby appealing to repeaters (Saleem, 2021). Further, the current findings support the assertion that a well-managed brand image of service firms would generate perceived value as well as brand emotional attachment among customers.

Relating and Implications of the Spirit Expressions

Customer satisfaction was primarily related to service quality and, to a lesser extent, to provider professionalism and brand image. Price fairness and technological adoption, although statistically significant, had slightly lower standardised coefficients. In the context of high-tactile services like painting, the findings indicate that pricing and technology do not replace perceived artisanship and interpersonal interaction as the key components of overall customer satisfaction. These results strengthen past regional research (Adnan et al., 2021; Gul & Zafar, 2024), which advocated the synergistic effect of human and organisational factors on satisfaction.

"So, from a managerial perspective, the implication from these findings is that firms have to invest in well-structured training programmes, introduce fair price mechanisms and have well-established brand reputations." Although it was discussed earlier, it is important to highlight here that integrating modern equipment and standardised quality of service protocols will further improve your efficiency and service outcomes. Monitoring and evaluation enable



businesses to enhance competitiveness in both the public and private sectors, particularly as consumers increasingly enhance service experiences across industries.

Overall, this study clearly substantiated the proposed model and extended the empirical studies on individual satisfaction. It identified that relatively unstudied aspects—professionalism and technology adoption—play crucial roles in explaining customer satisfaction. With the inclusion of the five predictors, these findings provide a comprehensive understanding of customer satisfaction in Pakistan's decorative paint service, theoretically and practically arguing for such an inclusive approach to the study of service management literature. Therefore, the study's outcomes indicate that human, technological, and relational competencies create synergies essential for service delivery towards sustainable customer satisfaction.

Conclusion

In this study, the motivational factors — viewed subjectively as service quality, price fairness, provider professionalism, technological adoption, and brand image — were analysed for their relationship with customer satisfaction in the decorative paint service industry of Karachi. The analysis of variance from the regression analysis revealed empirical validation of the influence of all five variables on customer satisfaction, collectively accounting for a significant amount of variance.

Among the factors that affected satisfaction, service quality proved to be the most influential determinant, underscoring that reliability, responsiveness, and attentional elements continue to be vital in the quality of service delivered. Brand faithfulness and professionalism were also considered strong predictors, affirming the importance of expertise, ethical behaviour, and trustworthy characterisation in creating positive consumer perceptions. Price equity plus technological modernisation, although in a slightly smaller fashion, was still statistically significant, which means that fairness in pricing, as well as the application of new technology, has a significant impact on customer confidence and satisfaction.

These findings align with previous empirical research (Adnan, Zarrar, & Zafar, 2021; Yaqub, Halim, & Shehzad, 2019) and substantiate the author's propositions that the combination of human capital, innovation, and strategic brand management controls service performance and customer outcomes in Pakistan. The research contributes to the service management literature by combining conventional and modern predictors of satisfaction from a context-specific perspective, thereby enriching theoretical and practical knowledge in the service sector for Pakistan.

Recommendations

Based on the findings, a few managements as well as practical suggestions can be proposed as follows:

Improve Service Performance through Standardisation

Service companies need to establish standards of operations and customer service protocols to ensure consistent delivery. Reliability, timeliness, and communication training programs are likely to enhance overall service quality (Parasuraman, Zeithaml, & Berry, 1988).



Promote Professionalism with Human Resource Development.

The manager should invest in capacity building initiatives like skill certification, continuous learning and professional development of the painters and technicians. As reported by Gul and Zafar (2024), structured HRM practices are explicitly beneficial in improving a workforce's performance and meeting client demand.

Make Pricing Transparent and Fair

Kew & Bond 2005 argue That Firms should make pricing structures explicit by providing written quotations justified with observable quality consequences. Less perceived unfairness is achieved by the full cost disclosure, which is typical of the informal markets (Pangkey & Sabar, 2024; Bolton, Warlop, & Alba, 2003).

Foster Technological and Adoption:

You can use modern technologies such as automated sprayers and digital image-visualisation programs to improve efficiency and improve the customer experience in the process. It has been proven that technology-based services enhance customer satisfaction (Oliveira, Vassallo, & Bruno, 2024).

Create a Strong Visual Identity.

Service providers ought to create brand recognition through expert branding, social media advertising, and ties with honoured paint organisations. Behaviour: the positive perceived brand is associated with low perceived risk and market share (Keller, 1993), leading to repeat patronage (Kandampully & Suhartanto, 2000).

Limitations Of The Study

While there is no denying that the study met its objectives, we cannot help but draw attention to several limitations for future research:

Geographical Limitation

The data were collected exclusively from customers in Karachi. Hence, the findings cannot be fully generalised to other parts of Pakistan with different market conditions or to the purchase behaviour of the general customer base.

Cross-sectional Design

The study was designed using a cross-sectional questionnaire survey, so causality cannot be inferred from the results. Method: Longitudinal designs would be more appropriate to evaluate the change in satisfaction over time.

Self-reported Data

The level of respondents' satisfaction was measured based on subjective perceptions that might be affected by response bias or social desirability.



Limited Number of Variables

Although the model encompassed five key predictors, other determinants, such as after-sales service, trust, and emotional value, have been omitted from the study and can be considered in future research.

Sector-specific Focus

The research was focused on the decoration paint sector. In addition, while this maximises contextual authority, the model could further be implemented in the context of other service sectors (e.g., construction, renovation, or home maintenance) to achieve broader application.

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