

Study on Demand for Service Quality of Pet Shops by Kano Model

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Abstract: The market of pet shops has reached a saturation point, thus, pet shops should develop unique characteristics, recognize customers' needs, and enhance customer satisfaction with quality in order to attract more customers and increase profits. This study adopted the Kano model to obtain four items that could significantly increase customer satisfaction and avoid customer dissatisfaction: specific and clear interior facilities, circulation and signs, sufficient professional knowledge to respond to customers' questions, reliable customer service in workplace and clear indication of product prices. Pet shops can improve these items in order to enhance customer satisfaction and increase profits.

Keywords: pet shop, Kano model, service quality

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I. Introduction

Since the market of pet shops has reached saturation and the competition is severe, pet shops should develop original services, recognize customers' needs and enhance customer satisfaction with service quality in order to attract more customers and obtain more profits. According to SERVQUAL proposed by Parasuraman et al. (1988), this study classifies the dimensions of service quality into Responsiveness, Tangible, Reliability, Empathy and Assurance. According to questionnaires, it obtains "service quality attributes of effectiveness improvement" which can both increase customer satisfaction and avoid customer dissatisfaction. The results could help pet shops to recognize priority to improve service quality and enhance competitiveness. Thus, the pet shops could avoid the waste of manpower, resources and time on executing improper strategies.

II. Literature Review

Literature review includes two parts: study of service quality and Kano two-dimensional quality model.

2.1 Service quality

Tsiotsou (2006) argued that service quality is customers' general evaluation on advantages, disadvantages and ranking of products. Bateson & Hoffman (2002) suggested that service quality depends on customers' cognition after receiving services. Lovelock and Wirtz (2011) treated service quality as customers' experience and evaluation in the process of consumption. According to Parasuraman et al. (1988), service quality includes five dimensions, (1) assurance; (2) responsiveness; (3) reliability; (4) empathy; (5) tangible. Haywood-Farmer (1998) proposed three dimensions of service quality, (1) equipment, process and procedure; (2) service personnel's behavior; (3) service personnel's professional judgment. Based on SERVQUAL developed by Parasuraman et al. (1988), this study classifies dimensions of service quality as responsiveness, tangible, reliability, empathy and assurance. Service quality items are modified according to questionnaires of Mohsin & Ryan (2005), Chung & Chen (2015), Ugboma et al. (2007) and Parasuraman et al. (1988) regarding service characteristics of pet shop.

2.2 Kano two-dimensional quality model

In Kano two-dimensional quality model, quality is divided into five categories (Kano et al., 1984): Attractive Quality Element (A), One-Dimensional Quality Element (O), Must-Be Quality Element (M), Indifferent Quality Element (I), Reverse Quality Element (R). Kano questionnaire explores customers' perception with and without the quality items through questionnaire survey. The responses include "I like it that way", "Take it for granted", "It does not matter", "Can be tolerated" and "Dislike". Matzler and Hinterhuber (1998) proposed classification of two-dimensional quality elements of modified Kano model, as shown in Table 1 which indicates the categories of quality attributes. Each quality attribute refers to accumulated frequency of two-dimensional quality category. The highest frequency indicates the category of two-dimensional quality of the quality attribute. Matzler and Hinterhuber (1998) proposed "customer satisfaction coefficient" to show the increased customer satisfaction coefficient and reduced customer dissatisfaction coefficient when improving certain quality attribute as the criteria to reinforce service quality. Formula of coefficients is shown below:

C (1): Increased customer satisfaction coefficient = $(A+O)/(A+O+M+I)$

C (2): Reduced customer dissatisfaction coefficient = $(O+M)/(A+O+M+I) \times (-1)$

A: Attractive Quality; O: One-Dimensional Quality; M: Must-Be Quality; I: Indifferent Quality

III. Research Method

According to SERVQUAL proposed by Parasuraman et al. (1988), this study divided dimensions of service quality into Responsiveness, Tangible, Reliability, Empathy, and Assurance. Service quality items were modified according to questionnaires of Mohsin & Ryan (2005), Chung & Chen (2015), Ugboma et al. (2007) and Parasuraman et al. (1988) regarding business characteristics of pet shop. Subjects of this study were customers in pet shop. From January 1 to 31, 2019, it retrieved 62 questionnaires. Variables measured include the following: (1) Responsiveness: employees can immediately respond to customers' needs (Item1); employees provide business description in detail (Item2); employees are willing to assist with and serve customers (Item3). (2) Tangible: employees show neat and tidy costumes and appearance (Item4); interior modern and professional devices (Item5); specific and clear interior facilities, circulation and signs (Item6); service facilities meet customers' needs (Item7). (3) Reliability: employees can provide reliable service (Item8); employees can fulfill commitment to customers (Item9); employees can accomplish the task at once (Item10). (4) Empathy: employees actively care about individual customers (Item11); employees treat customers' benefits as priority (Item12); employees recognize individual customers' needs (Item13); service in workplace is provided according to customers' needs (Item14). (5) Assurance: sufficient professional knowledge to respond to customers' questions (Item15); reliable customer service in workplace (Item16); employees provide responsible service (Item17); clear indication of product prices (Item18).

IV. Results Analysis

This study obtained four "service quality items of effectiveness improvement" which both increase customer satisfaction and reduce customer dissatisfaction (see Table 2). The pet shops can keep up the good service quality to obtain maximum profits. In addition, it classifies service quality items of pet shop H in two-dimensional quality categories. 15 items are allocated as Attractive Quality; 3 items are allocated as one-dimensional quality (see Table 2). Items which can highly increase customer satisfaction and highly reduce customer dissatisfaction are specific and clear interior facilities, circulation and signs (Item6); sufficient professional knowledge to respond to customers' questions (Item15); reliable customer service in workplace (Item16); clear indication of product prices (Item18). According to the analytical result, it allows the pet shops to recognize priority to improve service quality in order to strengthen corporate competitiveness.

V. Conclusion and Suggestions

This study treated customers of pet shop H as subjects, and obtained "service quality items of effectiveness improvement" by Kano two-dimensional quality model as criteria for the pet shops to improve service quality and develop operational strategy of future development. This study acquired four "service quality items of effectiveness improvement" which both increase customer satisfaction and reduce customer dissatisfaction: specific and clear interior facilities, circulation and signs (Item6); sufficient professional knowledge to respond to customers' questions (Item15); reliable customer service in workplace (Item16); clear indication of product prices (Item18). The pet shops must keep up the good service quality of these items in order to result in optimal outcomes.

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Table1: Categories of two-dimensional quality elements of Matzler and Hinterhuber

| | | | | | |
|---------------------|-----------------|---------------------|--------------------|---------------------|-------------------------|
| Negative | | | | | |
| Positive | | | | | |
| I like it that way | Uncertain | Attractive Quality | Attractive Quality | Attractive Quality | One-Dimensional Quality |
| Take it for granted | Reverse Quality | Indifferent Quality | Reverse Quality | Indifferent Quality | Must-Be Quality |
| It does not matter | Reverse Quality | Indifferent Quality | Reverse Quality | Indifferent Quality | Must-Be Quality |
| Can be tolerated | Reverse Quality | Indifferent Quality | Reverse Quality | Indifferent Quality | Must-Be Quality |
| Dislike | Reverse Quality | Reverse Quality | Reverse Quality | Reverse Quality | Uncertain |

Table2:Categories of Kano two-dimensional quality attributes and customer satisfaction coefficients

| Item | A | O | M | I | R | Q | Category | C(1) | C(2) |
|---------------|----|----|---|---|---|---|----------|---------|----------|
| 1 | 36 | 10 | 5 | 5 | 3 | 3 | A | 0.821 | -0.268 |
| 2 | 40 | 15 | 3 | 3 | 1 | 0 | A | * 0.902 | -0.296 |
| 3 | 31 | 20 | 6 | 3 | 2 | 0 | A | 0.850 | * -0.434 |
| 4 | 29 | 20 | 8 | 3 | 2 | 0 | A | 0.817 | * -0.467 |
| 5 | 33 | 19 | 6 | 3 | 1 | 0 | A | 0.853 | -0.411 |
| 6 | 31 | 24 | 4 | 2 | 0 | 1 | A | * 0.901 | * -0.459 |
| 7 | 35 | 17 | 4 | 4 | 2 | 0 | A | 0.866 | -0.349 |
| 8 | 33 | 16 | 5 | 6 | 2 | 0 | A | 0.816 | -0.350 |
| 9 | 32 | 21 | 2 | 6 | 1 | 0 | A | 0.869 | * -0.443 |
| 10 | 23 | 27 | 6 | 5 | 1 | 0 | O | 0.819 | * -0.541 |
| 11 | 34 | 22 | 2 | 3 | 1 | 0 | A | * 0.918 | -0.394 |
| 12 | 33 | 20 | 4 | 4 | 1 | 0 | A | 0.868 | -0.393 |
| 13 | 25 | 28 | 5 | 3 | 0 | 1 | O | 0.869 | * -0.542 |
| 14 | 38 | 20 | 2 | 2 | 0 | 0 | A | * 0.936 | -0.355 |
| 15 | 33 | 25 | 2 | 2 | 0 | 0 | A | * 0.936 | * -0.436 |
| 16 | 29 | 23 | 5 | 2 | 2 | 1 | A | * 0.881 | * -0.475 |
| 17 | 20 | 33 | 4 | 4 | 0 | 1 | O | 0.868 | * -0.606 |
| 18 | 32 | 25 | 3 | 2 | 0 | 0 | A | * 0.919 | * -0.451 |
| Total average | | | | | | | | 0.873 | -0.426 |

Note: A: Attractive Quality; O: One-Dimensional Quality; M: Must-Be Quality; I: Indifferent Quality; R: Reverse Quality; Q: uncertain; C(1): Increased customer satisfaction coefficient; C(2): reduced customer dissatisfaction coefficient.

* denotes absolute value of coefficient > absolute value of mean of total coefficient

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