

Assessing Service quality of Multiplex Theater using Service Gap Model

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Abstract— Service quality is making customers satisfied with the lowest possible cost. In order to design and deliver such a service with a good quality, every stake holder who is involved in the process of constructing the service has to understand the expectation of the customer and the feasibility of the service in order to deliver a quality service in an efficient manner. The gap model explains that service quality gap between the expectation and perception of the customer is the accumulation of all the other gaps in the internal function during the design, construction and delivery stage. This study is to understand the requirements of the customer during their visit to the multiplex theaters using SERVQUAL analysis in service quality gap model. In this case SERVQUAL scale is used to identify the gap between expectation and perception of the customers visiting multiplex theaters and in addition to that an extensive study of other quality gaps has been discussed.

Keywords- Service; Service Quality; SERVQUAL; Multiplex Theaters; Service Gap Model;

I. INTRODUCTION

Cinema-going is one of the most trending cultural activities, influencing a series of social, economic and cultural occurrences in contemporary societies. Cinemas are considered to be an integral part of social life. Multiplex industry has a net worth of 13800 INR crore. Almost 3 billion tickets are being sold last year, it is very important to understand the expectation of the people to satisfy them during their visit, to retain and increase the market share. Service operations manager is the one playing a vital role and responsible for planning and delivering a quality experience to the customers with all the financial and resource constraints. To accomplish this, it is crucial to understand the customer expectations properly and measure from customer's point of view to identify all the gaps in service quality and also make use of the available resources to deliver an optimal service quality. One of the objective of this study is to understand the customer's various expectation during a multiplex visit and how far that is being full filled. SERVQUAL scale is being used to understand the customer's expectation and the perception of the multiplex services quality. Another objective is to draw attention to the importance of management of service enhancement can become more rationally united with respect to the customer satisfaction. Service quality gap model is used to analyze various gaps in the service and pin points the reason for the gap in the expected and perceived for the customer. Service quality gap model will help to locate the exact reason for the gap

the service delivery. The service gap model categorizes seven key gaps relating to service quality, and the activities that are related with service construction and delivery to the customers. In the following, after a brief review of the literature related to various service related concepts, the service quality gap model and the SERVQUAL methodology is established for multiplex theaters.

II. LITERATURE REVIEW

A. Services

Services have different definitions but the main theme are intangibility and simultaneous consumption. James Fitzsimmons defined that a service is a combination of intangible experience which is time perishable where customers participate as a co-creator during the production of service. Most authorities reflect service business to comprise all economic happenings where yield is not a physical goods, is simultaneously delivered and utilized at the time it is produced, and provides added significance in forms of ease, delight, correctness, luxury which is intangible to the customer [1]. The intangible and perishable nature of the services makes it challenging to design, measure and control. Satisfaction of a customer is a response by the consumer in reaction to an experience with a product or service which denotes the service quality [2]. The matter of the inconsistency between service quality and satisfaction is still debatable. Researchers tend to practice these two notions alternatively. Satisfaction is largely viewed as a wider concept while service quality calculation emphasizes specifically on all the diverse dimensions of service that are offered [3]. In common, researchers agree that these two concepts are practically unique, and service quality is a forerunner of satisfaction. However, consideration has been compensated to the impact of every dimension of service quality on customer satisfaction [4].

B. Service quality

There are several conceptualizations of service quality. Service quality delivered is based on the process quality and output quality [5]. There are two diverse aspects of service quality, ie, technical quality and functional quality [6]. The SERVQUAL scale is constructed on the theory where comparison between the several service quality aspects of a service where customer reflects the requirement form the service. What is essentially received

shall stipulate the level of quality expected by the customer [7]. In the vintage version, the researchers recognized ten different dimensions of service quality, logically combined and from the results gained and following other researches, the scale is categorized into five categories [8]. Consumers who are giving earlier significance to quality consider several factors for choosing the service [13].

- Tangibility: physical luxury, staff, equipment and communication materials;
- Reliability: the capability to accomplish the service precisely during the establishment till delivery, certainly and always on time and the level of performance assured;
- Responsiveness: the willingness to support customers and deliver the service promptly;
- Assurance: the capability to express confidence and sureness to customers, also the employees' capability, esteem and honesty;
- Empathy: the delivery of customized service to each and every customer, the comfort level of connection with the customer.

SERVQUAL model authors established a scale to quantify the customers' expectations and perceptions for a service, using the 5-point Likert's scale [5]. Every factor is calculated, to find the variation between perceptions and expectations. Thus, the customer is overjoyed with the services delivered. If the general average of dimensions is positive denotes satisfaction, respectively dissatisfied if the general average of dimensions is negative denotes dissatisfaction. Although there are different criticism and practices to analyze the service quality, SERVEQUAL is the most often used and being used in various industries including entertainment sector in order to measure the service quality.

C. Multiplex theaters

Multiplex theater is a cinema complex consisting of multiple screens. In early 1980's the trend of multiplex started instead of large-capacity cinema halls to venues subdivided into multiple smaller auditoriums to screen multiple movies and to reduce cost by using the space more efficiently[9]. The rise of the multiplex has been a fundamental part of the universal culture, multiplex venues are majorly located within shopping mall development. Due to the large potential customers there has been a drastic growth in number of multiplex. Service quality plays a dynamic role in the execution of any business. For the positioning and for constant improvement of any service business, it is essential to assess the performance of the service provided [10]. Service quality of a multiplex theater can be based on various aspects which leads to the satisfaction of the customers. The design and production of service are done for multiple number of people like a mass production factory with the customization restricted to constraints. Most of the processes are standardized during the design considering the comfort and the technical specification standards. Comfort helps in positioning the multiplex to the customers. In such businesses providing superior service quality appears to be a precondition for success. Service quality grew into an essential research subject due to the superficial correlation with profitability, customer satisfaction and costs. The gap model is a well-established

and most appreciated contributions to the services concepts. The first six gaps in the service quality gap model are denotes the processes and the training to the employees and the resources involved in the services that are delivered to the customer, the major reason for these gaps are the internal customers in the organization, who offers their efforts for the construction of the service and service delivery. Every business must be capable of responding rapidly for the changes in the market to be successful in the industry [14].

D. Service quality gap model

There are seven most important gaps in the service quality gap model [11]. Service quality gap model is an addition of SERVQUAL model [12]. Gap1, Gap5 and Gap6 are the three significant gaps related with external customers;

- Gap 1: This could be a consequence of the lack in a proper marketing research, lack of flow of communication in different levels of the organization.
- Gap 2: This represents the service quality is being under committed, a perception of inability to deliver the service, no proper standardization of the processes and an absence of goal setting.
- Gap 3: The major reason is conflict and miscommunication, lack in efficient utilization of the resources, less control on the process and lack of teamwork.
- Gap 4: This is because of over commitment of service quality or miscommunication.
- Gap 5: Customer expectations are subjected to personal requirement, word of mouth from others recommendation and previous experiences of the customer, leads to difference in the customer expectation and their perception.
- Gap 6: This is because of the lack of empathizing of the customer expectation by the service providers in the delivery point and in direct contact with the customer.
- Gap 7: This is because of the lack of understanding of the customer expectation by the service managers and support staffs in the back end.

The idea of identifying the difference between expectations and perceptions using SERVQUAL gap is convenient and evidenced handy for measuring the service quality (Gap 5). According to [12] with minor alteration, SERVQUAL could be reformed to different service organizations and the evidence from the results can help managers to trace and identify where improvisation is most required to utilize the resources effectively. The negative gaps, from the SERVQUAL assessment could be concentrated where expectations of the customer are not being met, for the prioritizing of improvisation. Equally, if gap scores are positive denoting that expectations are actually not just being met but exceeding the customer expectation, then this allows managers to examination whether they may be "over-supplying" a specific feature of the service and the possibilities for re-construction of service and allocating the resources into features which are underachieving. The SERVQUAL application can also be implied and extended for the analysis of other gaps, SERVQUAL is best utilized in GAP 5. There are different methods which might be resilient in narrowing the other gaps. In service

industries, quality is the core output required to succeed in the business. Service quality gap model helps to identify the exact gap and identify the exact deliverables. Multiplex theaters is one of such business that requires quality services to retain and win more customers. Gap model for service quality is used to identify and explore all the gaps in multiplex service quality.

III. RESEARCH OBJECTIVE

- To identify the various parameters influencing the quality of service.
- Assessing the gap between customer's expectation and perception about the service (GAP 5).
- Identifying the reasons for the GAP 5 by exploring other quality gaps.

IV. METHODOLOGY

The design of this study includes three phases- a pilot survey, main survey and in-depth interview to the service providers. The pilot survey was done to 50 people using questioners. The objective of the pilot survey was to identify and assess all the factors qualitatively measure and alter the items that are used in the multiplex theaters. The main survey was conducted to 300 theater going people from various age category with SERVQUAL scale. The purpose of the main survey phase was to validate the various components of the SERVQUAL. The data got from both the survey was related to the experience of the people, the type of data is qualitative and perspective in nature. For measurement of the main survey, SERVQUAL includes five components, i.e, reliability (measured using 6 factors), responsiveness (measured by 5 factors), assurance (measured by 5 factors), empathy (measured by 7 factors) and tangibility (measured by 4 factors). All the aspects of service quality will be covered using SERVQUAL based on the characteristics of the service on its own. Based on the results from the pilot survey, few items were deleted and others were include. After modification service quality scale comprised of 27 items and the validation of the parameters is done by reliability analysis using Cronbach's Alpha value. SERVQUAL data analysis can be done in numerous forms: item-by-item analysis (e.g. P1 – E1, P2– E2); dimension-by-dimension analysis (e.g. (P1 + P2 + P3 + P4/4) – (E1 + E2 + E3 + E4/4), where P1 to P4, and E1 to E4, denote the four perception and expectation statements linking to a single dimension; and calculation of the single measure of service quality ((P1+ P2 + P3 ... + P22/22) – (E1 + E2 + E3 + ... + E22/22)), SERVQUAL results can be used to identify services areas for performance improvement in multiple ways. The most suited method of analysis for this study is item by item analysis. The objective of the final phase of this study is to explore the reason for the gap 5. The accumulation of all the other gaps in service construction process from design to delivery is the reason for gap 5. To analyze all other service quality gaps is completed by in-depth interviews to the service provider and the people involved in the design and construction of the service.

V. ANALYSIS

SERVQUAL scale breaks down the various parameters into 5 different items. Assurance represents the ability to

convey safety and confidence to customers, the following factors such as Seat quality, Smell, Lighting, Temperature, and Number of screens. Tangibility denotes the physical luxury and communication materials. Reliability denotes the capability to accomplish the service precisely during the establishment till delivery, certainly and always on time and the level of performance assured. Here, the factors such as food variety, quality are included with few other factors influence reliability. Empathy denote the delivery of customized service to each and every customer, the comfort level of connection with the customer and in this case, ticketing with seat selection and car parking availability are the criteria to measure the aforementioned parameter. Finally, Responsiveness denotes the willingness to assistance customers and on time service. Reliability Statistics for the items measured has a Cronbach's Alpha value of .933. This suggests that the items have fairly high internal consistency and generally, Alpha value of .70 or greater is considered as adequate in research circumstances as social science. In this study TABLE 1 represents the total gap in the service quality. It explains that the assurance has the highest gap and the reliability being the least. To bring out more insights, the analysis was categorized based on age, gender and occupation and the gap based on various age groups is exhibited in TABLE 2. TABLE 3 and TABLE 4 exhibits gap based on gender and gap based on occupation.

TABLE I OVERALL GAP

Parameters	Gap
Assurance	0.822596349
Responsiveness	0.799137931
Empathy	0.691937985
Tangibility	0.518965517
Reliability	0.480922874

TABLE II GAP BASED ON VARIOUR AGE CATEGORY

Parameters	Below 18	18-25	26-32	33-40	Above 40	Variance
Assurance	1.11	0.75	0.97	0.77	1.45	0.08
Responsiveness	1.24	0.64	0.72	0.83	0.88	0.05
Empathy	1.75	0.72	0.77	0.93	1.40	0.19
Tangibility	1.03	0.45	0.88	1.35	0.77	0.11
Reliability	1	0.45	0.54	0.73	1.15	0.08

TABLE III GAP BASED ON GENDER

Parameters	Male	Female	Variance
Assurance	0.733	1.015	0.039
Responsiveness	0.653	0.774	0.007
Empathy	0.747	0.910	0.013
Tangibility	0.910	1.033	0.007
Reliability	0.425	0.720	0.043

TABLE IV GAP BASED ON VARIOUR OCCUPATION

Parameters	Business	Employee	Students	Variance
Assurance	0.922	0.823	0.784	0.005
Responsiveness	0.777	0.784	0.586	0.012
Empathy	0.569	0.836	0.746	0.018
Tangibility	0.941	0.894	0.977	0.001
Reliability	0.736	0.544	0.477	0.018

VI. DISCUSSION

In this study gap refers to the gap between the customer's expectation and customer's perception on service quality. Based on the results from the analysis, the responses are categorized based on age of the customers shows that gaps for various factor had a huge difference for different age categories, customers between 18-26 year age had a

very low gap when compared with customers in other age categories, the gap for factor such as cleanliness, seat comfort, courtesy of service persons seems to be very low in this particular age category whereas the same factors have a higher gap in age category above 40 years. The challenge faced by multiplex is fulfilling the expectation of customers who are below 18 years of age. Table 2 shows that people of age group below 18 years and above 40 years have a larger gap and also from table 3 female categories has a larger gap when compared with male.

When the data was analyzed based on customer's occupation the responses was more normalized and the variances seems to be very low. The responses from business category customers and employees showed that the gap was very low for food quality, food variety and ease of using the web sites. But the gaps are higher for others category for assurance and empathy. The others category mainly represented housewives in this study. These inferences clearly represent a family and their expectations are not being fulfilled.

Inferences made based customer's gender, shows that Male customer expect an improvised car parking availability. Invariably the gap in most of the factors are high in the responses from the female customer. Female customer's expectation are quite high in factors such as cleanliness, food quality, food price and ease of using the online services. Ticket cancellation facility has been the major concern for most of the customers. Some customers face difficulties in seat selection during online ticket booking. Gap in the food variety and food quality of food is very low, whereas most of the customers rate the price of the food as quite high. Multiple show timings and multiple number of screens makes customers more convenient with various options and availability of tickets. Factors such as sound quality and picture quality has a very lower gap due to the advancement in technology.

Based on the analysis of other service quality gaps, the reasons for gaps are lead up to few factors such as lack of awareness among employees about the customer needs which represents gap 2 and lack in awareness among employees about customer's expectation represents gap 6, lack of proper training being provided to both front end and back end employees denotes gap 2. The reason for gap 4 was to achieve better revenue, the number of shows premiered in the multiplex increases which reduces the cleaning time in the cinema hall. The major challenge for a multiplex theater manager is to minimize these gaps in the internal functions which is the reasons for accumulation in gap 5. Table 5 illustrates the 10 factors having the maximum gap in this study. Improvising the factors in table 5 could reduce the gap.

TABLE V FACTORS WITH MAXIMUM GAP

Factors	Gap
Ease of ticket cancelling	1.26551
Ease of access of the website during Seat selection	1.01034
Leg room comfort when seated in the movie hall	0.95436
Picture quality and clarity	0.95172
Ease of access of the website during Booking	0.92413
Sound quality	0.90620
Wi-Fi availability	0.88275
Seat quality(push back, cushioned, cup holder availability)	0.88275
Role of traffic in selection of theater	0.88242
Odour in the multiplex halls	0.85862

VII. CONCLUSION

Quality is significant for multiplexes for a number of reasons, including competitive advantage, and increasing customer expectations. The questionnaire delivers a good base for analysis. Research also helps us to recognize which dimension and factors are more important for the multiplexes and where to take remedial actions to advance the service quality. The findings of the study expose that the certain multiplexes are doing better on service quality because features of multiplexes contribute to expectations, perception and experience of the customers with regard to Service Quality. This work can be extended up to comparison of the Service Quality of multiplexes as well as single screen theatres. This work will be helpful in understanding, why customers are moving towards multiplexes from single screen theatres. Further research can be done for developing explicit consumer needs from the multiplexes. A further research also is possible with individual dimensions comparisons. Customer's expectations are changing all the time. It can, therefore, be concluded that multiplexes have to concentrate on increasing their advantages by gearing itself to cope up with the increasing expectations of the customers.

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