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Research on Service Quality Promotion Strategy of Leisure Farm

Yi-Chan Chung
Department of Business Administration, Yuanpei University of Medical Technology, Taiwan
Corresponding Author: Yi-Chan Chung.

ABSTRACT: *Leisure farm market is successively shared. Leisure farms should enhance the customers' satisfaction with service quality in order to attract the customers and increase the profits. By Kano model, this study obtains five items which can highly enhance customer satisfaction and highly lower customers' dissatisfaction: employees can accomplish the commitment to the customers; employees recognize individual customers' needs; they provide service needed by the customers: they respond to customers' questions with sufficient professional knowledge; employees provide responsible service. Leisure farms can improve these items in order to enhance customer satisfaction and profits.*
KEYWORDS: *leisure farm, Kano model, service quality*

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I. INTRODUCTION

Since leisure farm market is successively shared and the competition becomes more severe, the industries should develop unique characteristics in order to enhance customers' satisfaction with service quality, attract more customers and increase the profits. This study classifies dimensions of service quality into responsiveness, tangible, reliability, empathy, and guarantee. According to data of questionnaire, it acquires the items which can increase customer satisfaction and lower customer dissatisfaction. By Kano two-dimensional quality model, this study explores the items of service quality to be improved in the operation of leisure farm. Leisure farm can strengthen these items in order to enhance customer satisfaction and increase profits.

II. LITERATURE REVIEW

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

2.1 Service quality

Wakefield (2002) argued that service quality is the gap between expectation toward service and actual service. According to Bateson and Hoffman (2002), service quality is customers' attitude by long-term and overall evaluation on service providers' performance. Parasuraman et al. (1988) suggested that service quality includes five dimensions: (1) Reliability; (2) Responsiveness; (3) Reliability; (4) Empathy; (5) Tangible. According to the scale proposed by Parasuraman et al. (1988), this study divides

service quality into 5 dimensions. Measurement items of service quality are based on questionnaires of Chung et al.(2017), Chung & Chen (2015), Ugboma et al. (2007) and Parasuraman et al. (1988) and modified according to service characteristics of leisure farm.

2.2 Kano two-dimensional quality model

Kano two-dimensional quality model divides quality items into five categories (Kano et al.,1984), including Attractive Quality Element (A): One-Dimensional Quality Element (O), Must-Be Quality Element (M), Indifferent Quality Element (I), Reverse Quality Element (R). Matzler and Hinterhuber (1998) proposed the classification of Two-dimensional Quality elements of revised Kano model, as shown in Table 1.

III. RESEARCH METHOD

Research subjects are the customers of leisure farm M. From October 1 to October 31, 2019, it retrieved 32 questionnaires. Measurement items are as follows: (1) Responsiveness: employees can immediately respond to customers' needs (Item1); employees can actively assist with customers (Item2); employees are willing to help and serve customers (Item3). (2) Tangible: employees show tidy costumes and appearance (Item4); modern and professional interior facilities (Item5); interior facilities, circulation and signs are specific (Item6); service facilities meet the customers' needs (Item7). (3) Reliability: employees provide reliable service (Item8); employees can accomplish the commitment to the customers (Item9); employees can accomplish the things at once (Item10). (4) Empathy: employees actively concern about individual customers (Item11); employees treat the customers' profits as the priority (Item12); employees recognize individual customers' needs (Item13); they provide service needed by the customers (Item14). (5) Guarantee: they respond to

customers' questions with sufficient professional knowledge (Item15); they provide reliable service for customers (Item16); employees provide responsible service (Item17); prices of goods are indicated clearly (Item18).

Table 1 shows the attribute of each quality and the relatively highest frequency refers to two-dimensional quality category of the quality. Kano questionnaire explores the customers' cognition with and without the quality item. The items of responses include "I like it that way", "Take it for granted", "It does not matter", "Can be tolerated" and "Dislike" 5. Matzler and Hinterhuber (1998) introduced "customer satisfaction coefficient" and the formula of coefficient is shown below:

C (1): Coefficient to increase customer satisfaction= (A+O)/(A+O+M+I)

C (2): Coefficient to reduce customer dissatisfaction = (O+M)/(A+O+M+I)×(-1)

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

Table 1: Categories of two-dimensional quality elements of Matzler and Hinterhuber

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

IV. RESEARCH RESULTS

This study obtains 5 items of "service quality improvement with outcomes" which can increase customer satisfaction and lower customer dissatisfaction (see Table2). The farm can keep up the good service quality of these items in order to acquire maximum outcomes. In addition, it conducts classification of two-dimensional quality on service quality items of leisure farm M. 14 items are allocated as attractive quality; 4 items are one-dimensional quality (see Table2). Items which highly increase customer satisfaction and highly lower customer dissatisfaction are below: employees can accomplish the commitment to the customers (Item9); employees recognize individual customers' needs (Item13); they provide service needed by the customers (Item14); they respond to customers' questions with sufficient professional knowledge (Item15); employees provide responsible service (Item17). By the analytical finding, it allows the farm to recognize the priority to improve service quality and enhance corporate competitiveness.

V. CONCLUSION

This study treats customers of leisure farm M as subjects. By Kano two-dimensional quality model, it obtains "items of service quality improvement with outcomes" to serve as strategies for the farm to improve service quality. This study acquires 5 items of "service quality improvement with outcomes" which increase customer satisfaction and lower customer dissatisfaction: employees can accomplish the commitment to the customers (Item9); employees recognize individual customers' needs (Item13); they provide service needed by the customers (Item14): they respond to customers' questions with sufficient professional knowledge (Item15); employees provide responsible service (Item17). The farm must keep up the good service quality of these items in order to result in maximum profits.

Table 2: Attributes of Kano Two-dimensional Quality and Customer Satisfaction Factors

Item	A	O	M	I	R	Q	Category	C(1)	C(2)
1	19	7	2	3	1	0	A	0.839	-0.290
2	17	11	1	2	1	0	A	*0.903	-0.387
3	19	6	3	2	1	1	A	0.833	-0.3
4	16	10	3	2	0	1	A	0.839	-0.419
5	18	9	2	2	1	0	A	*0.871	-0.355
6	17	10	2	1	1	1	A	*0.9	-0.4
7	10	16	2	3	1	0	O	0.839	*-0.581
8	10	15	3	2	1	1	O	0.833	*-0.6
9	15	12	3	1	1	0	A	*0.871	*-0.484
10	11	14	3	2	2	0	O	0.833	*-0.567
11	17	9	4	1	1	0	A	0.839	-0.419
12	19	10	1	1	0	1	A	*0.935	-0.355
13	16	12	2	1	0	1	A	*0.903	*-0.452
14	12	15	2	1	1	1	O	*0.9	*-0.567
15	17	12	2	1	0	0	A	*0.906	*-0.438
16	16	10	3	2	0	1	A	0.839	-0.419
17	15	12	2	2	1	0	A	*0.871	*-0.452
18	20	8	2	2	0	0	A	*0.875	-0.313
Total average								0.886	-0.461

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): Coefficient to reduce customer dissatisfaction.
** denotes absolute value of coefficient > absolute value of mean of total coefficient*

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