

Service Quality analysis of Cinema Theatres in Vellore.

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Abstract: The research was conducted to study the service quality dimensions of the cinema theatre in Vellore and to find its contribution towards the customer satisfaction. The questionnaires were supplied to the audiences through google form. The sample size of this research is 221. The service gap between the actual performance and expected performance were found using MS Excel. It is used to find the area, where the service provider actually lags and the area, where the customer feels more important, by using Importance- Performance Analysis (IPA). The result of this study tells that the SERVQUAL dimensions has a significant relationship and positive impact on customer satisfaction. The banner and advertising things about cinema theatre have a low importance. This study suggests that the service providers should reduce the price of ticket and price of food & beverages. Even it is suggested that to have a feature of cancelling the ticket, before showtime.

Keywords – SERVQUAL, Cinema, Importance-performance analysis, Customer satisfaction, Price, Expectation.

I. INTRODUCTION

The most emerging and attracted sector in India is Entertainment sector. In entertainment sector, the most important part is cinema. The perfect movie happens not only because of the story and screenplay concept. Even, the cinema theatre plays a major role on satisfying the customer. The customers pay hundreds of rupees to spend time in cinema theatre with their family and friends. They want the service to be an experience and a memorable one. To satisfy them, the service provider should make the service to be good and smooth. So that, the customer would revisit the cinema theatre. There are lot of differences in the cinema sector, when comparing the present situation with the past decade. Even though, the Over the top (OTT) services were introduced in these days, people prefer to watch the movies in theatre, to get better experience.

The term ‘Service Quality’ has two words “Service” and “quality”. The Service is defined as the action or an activity, which can be offered by one party to another party. Quality is defined as the ability to meet the standard requirement. Service quality is a measure of how much does the actual delivered service matches the customer expectations. The service quality (SERVQUAL) analysis was developed by A. Parasuraman, Valarie Zeithaml and Leonard L. Berry. According to Parasuraman, Service quality is defined as the difference between a customer’s perception of the service and the customer’s expectations about the service i.e., Service Gap [1]. The service quality can be measured based on the process quality and output quality.

Importance-Performance Analysis (IPA) is a simple method of finding the features or attributes of a product or service that are most important and need to improve. The customer should tell what they expect and what they actually get from the service. Then, the service provider can find out the

important attribute (what the customer expects the most) and they can also find the area, where they actually lag.

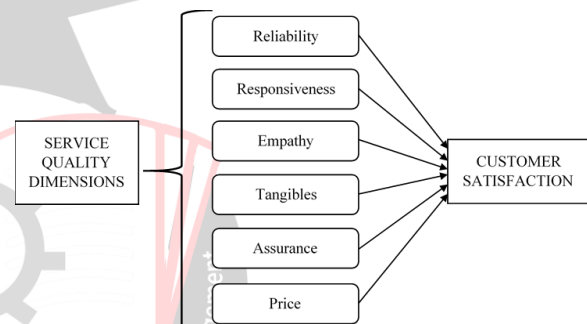


Figure 1 – Research Model

II. LITERATURE REVIEW

For this research, the previous articles have been collected for reference. The review of those articles follows:

SERVQUAL Analysis of multiplex theatre was conducted on 3 type of data collection – Pilot study, Main survey and in-depth Interviews [2]. Parasuraman and his team have published the first SERVQUAL questionnaire in the year 1985, to measure the quality of the services. The SERVQUAL model has identified the 5 gaps, which contributes to the perceived quality. They found ten service quality dimensions, with 5 important dimensions (Reliability, Responsiveness, Empathy, Assurance and Tangible) [1].

The service quality of theatres in China and Korea have conducted survey and analysed using reliability analysis and regression analysis. They have also compared the opinion of the Chinese and Korean audiences [3]. The main features of cinema theatres, which the customer focus, was found and suitable actions were taken [4].

The service quality of particular theatre was analysed. The author has found the relationship between the two variables used in his research using chi-square test and found that there was a positive relation in PVR, Kochi [5]. In XXI Manado town Square 3, the service gap between actual and expected was found [6].

The comparison of single-screened theatre and multiplex was conducted. The service quality of multiplex and single-screened theatres was found [7].

III. RESEARCH METHODOLOGY

This research is mainly focused on the audiences of the theatres in Vellore. The google form (Questionnaire) was created and circulated to the audiences. The sample size for this study is 221. Non-probability convenient sampling method was used for this study.

IV. AIM OF THE STUDY

- To study about the determinants of the service quality of cinema theatre in Vellore.
- To study the impact of service quality dimensions on the customer satisfaction.
- To find the service gap (Gap 5) between the customer’s expectation and actual performance.
- To know the customer’s requirement on the cinema theatre.

V. RESEARCH HYPOTHESIS

H₀ – Null Hypothesis - There is significant relationship between the SERVQUAL Dimensions (reliability, responsiveness, assurance, tangible, empathy and price) with customer satisfaction.

H₁ – The features or attributes in the quadrant – 4 (Concentrate Here) has a low impact on customer satisfaction.

H₂ – The features or attributes in the quadrant – 1 (Keep up the good work) has a highest impact on customer satisfaction.

VI. DATA ANALYSIS

From the survey, the demographic variables were analysed. It is found that the male visit theatre more than female. The ratio of male and female is found to be nearly 23:10. Out of 221 respondents, most of the respondents were from the age group of 20 to 30. They mostly visit theatre, because of few factors like favourite celebrity’s movie, Facilities of theatre, service of the staff, etc. Some of the audiences visit theatre for the food and beverages. In marital status, people who are single, visit theatre often. The married people visit lesser than the unmarried one. The respondents whose family income in the range of 15K to 50K, has high responses than other income groups.

most of the respondents chosen the show time as 6.00 PM to 6.30 PM. During evening, the employed members and students, after coming home, would like to visit theatre with

their family, friends and colleagues. The other show times has got nearly equal number of responses. Vellore city has both multiplex and single screened theatre. Till last decade, there were only single screened theatres in Vellore, but at present, there is an improvement in Cinema theatre. Most of the respondents chosen the multiplex (nearly 65% of respondent) as their preference.

A. Reliability Analysis

Reliability analysis were conducted to measure the degree of internal consistency between the questionnaires (or) items. The Cronbach’s alpha is the representative of reliability analysis. The Cronbach’s alpha is the simplest ways to measure whether the questionnaires (or) items are reliable.

| Variables | Cronbach’s Alpha Value |
|-----------------------|------------------------|
| Reliability | 0.660 |
| Assurance | 0.772 |
| Tangible | 0.820 |
| Empathy | 0.756 |
| Responsiveness | 0.735 |
| Price | 0.800 |
| Customer Satisfaction | 0.752 |

Table 1 – Reliability Analysis

A Cronbach’s analysis was conducted on the “Reliability” subscale of the service quality analysis survey. It was found that the subscale ‘Reliability’ alpha level was 0.660, which indicates that the subscale ‘Reliability’ did not have an adequate level of inter-item reliability, but it is near to the acceptance range (0.700). It means a low level of internal consistency for this subscale with this sample.

In assurance, the Cronbach’s alpha value was 0.772, which indicates that the subscale ‘Assurance’ has an adequate level of inter-item reliability. The subscale ‘Tangible’ has the Cronbach’s alpha value was 0.820, which indicates that the subscale has a high level of inter-item reliability. It indicates a good level of internal consistency for this scale with this specific sample.

A Cronbach’s analysis was conducted on the “Empathy” and has the alpha value of 0.756. It indicates that the subscale ‘Empathy’ has an adequate level of inter-item reliability. Further analyses revealed that by deleting the item - “It is easy to book tickets in the websites”, the alpha value could be raised to 0.794. A Reliability analysis was conducted on the “Responsiveness” and found to have 0.735 as Cronbach’s value. It indicates that it has an adequate level of inter-item reliability. In further analyses, it was found that by deleting the item – “Tickets can be cancelled, before the showtime”, the alpha value could be increased to 0.804. The Cronbach’s alpha value was 0.800 and has high level of inter-item reliability.

B. Correlation Analysis

Correlation analysis is a widely used statistical method, to evaluate the strength of relationship between two variables.

The coefficient, which is used to describe the degree of relationship and dependence between two variables, called as Pearson’s Correlation coefficient. The Bivariate Correlation analysis were conducted through SPSS software, to determine whether there is any relationship between the variables (or) not.

All the variables have a significant relationship between each other. The p – value is less than 0.01.

| | Customer Satisfaction |
|----------------|-----------------------|
| Reliability | 0.517 |
| Assurance | 0.593 |
| Tangible | 0.692 |
| Empathy | 0.657 |
| Responsiveness | 0.627 |
| Price | 0.472 |

Table 2 – Correlation Analysis

The correlation between reliability and customer satisfaction is moderate and positive ($r = 0.517$). There is a positive and moderate relationship between Assurance and customer satisfaction ($r = 0.593$). The relationship between empathy and responsiveness with customer satisfaction is highly correlated. The correlation between price and customer satisfaction is 0.472. The variable 'customer satisfaction' has a low dependence on 'price'. There is a highly correlation between tangible and customer satisfaction ($r = 0.692$). This Pearson correlation value is the highest among another dependent variable. The tangible and other physical facilities contribute more towards customer satisfaction.

C. Regression Analysis

First of all, we have to look into the significant value (p – value) in the coefficient table. In 95% confidence level, p – value should be less than 0.05. In unstandardised coefficient, beta value means the contribution towards the dependent variable i.e., customer satisfaction.

The value of Beta (B), which the significance value is less than 0.05 (significant):

- The coefficient for tangible is 0.375, which means that tangible contributes 37.5% towards the customer satisfaction. Tangible’s Beta value is the highest value among others.

| S. No | ITEMS | PERCIEVED | EXPECTED | SERVICE GAP | BETA |
|-------|---------------|-----------|----------|-------------|--------|
| 1 | Reliability_1 | 4.005 | 4.253 | -0.249 | 0.079 |
| 2 | Reliability_2 | 3.814 | 4.127 | -0.312 | 0.054 |
| 3 | Reliability_3 | 3.814 | 4.149 | -0.335 | -0.042 |
| 4 | Reliability_4 | 3.950 | 4.244 | -0.294 | -0.118 |
| 5 | Assurance_1 | 4.100 | 4.271 | -0.172 | 0.084 |
| 6 | Assurance_2 | 3.846 | 4.077 | -0.231 | 0.009 |
| 7 | Assurance_3 | 3.882 | 4.072 | -0.190 | 0.069 |
| 8 | Assurance_4 | 3.995 | 4.258 | -0.262 | 0.008 |
| 9 | Tangible_1 | 3.977 | 4.172 | -0.195 | 0.137 |
| 10 | Tangible_2 | 4.081 | 4.348 | -0.267 | 0.129 |
| 11 | Tangible_3 | 3.864 | 4.077 | -0.213 | -0.065 |

- The coefficient for empathy is 0.211, which means that empathy contributes 21.1% towards the customer satisfaction. ($\beta = 0.210, p = 0.005$).

| Variables | Beta (β) | t - Value |
|----------------|------------------|-----------|
| Reliability | 0.03 | 0.39 |
| Assurance | 0.124 | 1.751 |
| Tangible | 0.351 | 4.776 |
| Empathy | 0.210 | 2.806 |
| Responsiveness | 0.107 | 1.413 |
| Price | 0.079 | 1.360 |

Table 3 – Regression Analysis

The value of Beta (B), which the significant value is more than 0.05 (not significant):

- The coefficient of assurance is 0.127, which means that assurance contributes 12.7% towards the customer satisfaction. ($\beta = 0.124, p = 0.081$).
- The coefficient of reliability is 0.003, which means that reliability contributes 0.3% towards the customer satisfaction. ($\beta = 0.003, p = 0.969$). It doesn’t make any significant changes towards the output.
- The coefficient of responsiveness is 0.105, which means that responsiveness contributes 10.5% towards the customer satisfaction. ($\beta = 0.107, p = 0.159$).
- The coefficient of price is 0.059, which means that price contributes 5.9% towards the customer satisfaction. ($\beta = 0.079, p = 0.175$).

D. Importance – Performance Analysis (IPA)

The main aim of this analysis was to compare the rating of the important of the feature of service, with the rating level of actual performance of that feature. The analysis goes like: calculating the mean value for each item; finding the service gap between the perceived performance(x) and expected performance (y); plot the graph with each item’s coordinates as (x, y); the quadrant division axis is plotted, which is the mean value of perceived performance and expected performance.

| | | | | | |
|----|------------------|-------|-------|--------|--------|
| 12 | Tangible_4 | 3.765 | 4.072 | -0.308 | 0.011 |
| 13 | Tangible_5 | 3.801 | 3.914 | -0.113 | 0.082 |
| 14 | Tangible_6 | 3.932 | 4.213 | -0.281 | -0.022 |
| 15 | Tangible_7 | 3.882 | 4.172 | -0.290 | 0.075 |
| 16 | Empathy_1 | 3.679 | 4.068 | -0.389 | -0.026 |
| 17 | Empathy_2 | 3.896 | 4.068 | -0.172 | 0.174 |
| 18 | Empathy_3 | 3.765 | 4.032 | -0.267 | -0.069 |
| 19 | Empathy_4 | 4.104 | 4.262 | -0.158 | 0.138 |
| 20 | Responsiveness_1 | 3.896 | 4.136 | -0.240 | 0.075 |
| 21 | Responsiveness_2 | 3.919 | 4.213 | -0.294 | 0.020 |
| 22 | Responsiveness_3 | 3.819 | 4.059 | -0.240 | 0.043 |
| 23 | Responsiveness_4 | 3.430 | 4.158 | -0.729 | 0.032 |
| 24 | Price_1 | 3.738 | 4.167 | -0.430 | 0.015 |
| 25 | Price_2 | 3.267 | 4.095 | -0.828 | 0.030 |
| 26 | Price_3 | 3.665 | 4.068 | -0.403 | 0.076 |
| | AVERAGE | 3.842 | 4.144 | | |

Table 4 – Importance – Performance Analysis

From the above table, it shows that the importance of facilities of theatres have the highest mean ($y = 4.348$), followed by safe transaction with cinema theatres in Vellore ($y = 4.271$). people consider that the " booking tickets in website should be easy" ask third highest important feature (or) item. The importance of having banner (or) other advertising things about the cinema theatre have the lowest mean ($y = 3.914$).

In other hand, performance of booking tickets in website, have the highest mean ($y = 4.104$), subsequently safe transaction with cinema theatres in Vellore ($x = 4.104$). After this feature, facilities and Infrastructures of the theatres holds the third position of actual performance ($x = 4.081$). Since people consider that the price of the food and beverages are high ($x = 3.267$), it is considered as low performing item, among other items.

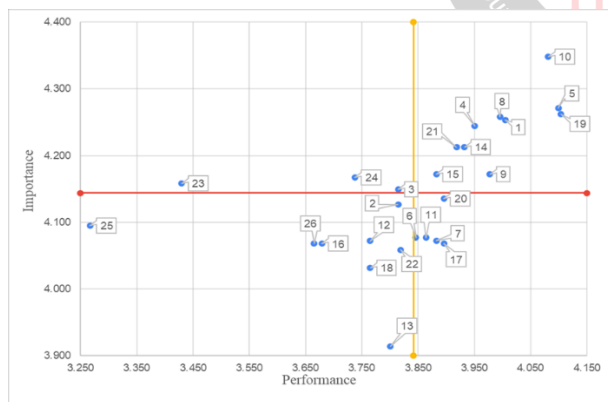


Figure 2 - Plotting of mean of expectation and perception in IPA

From the above figure, it shows that the three items were present in the quadrant – 4 (Concentrate here). The price of the ticket, performing things right at the first time and cancellation of tickets, before the showtime, are the three items, which are considered to be the important things to the Vellore customer, but their actual performances are low.

The punctuality and politeness of service provider, accurate billing, safe transaction, facilities of cinema theatres,

upgrading the infrastructures, good parking space, variety of food & beverages, booking tickets through websites and providing prompt service are the items located in the quadrant – 1. These ten items have a high level of importance among customers. Subsequently, the cinema theatres in Vellore have a good performance in those attributes. Both the importance and performance of these attributes of cinema theatre are high, so that it is said to “keep up the good work”.

VII. CONCLUSION

This study analyses the service quality of the cinema theatre in Vellore using service gap method and importance – performance analysis. In reliability analysis, every dimension has good inter-item reliability. The Cronbach’s alpha value of all dimensions has greater than the acceptable value (0.7), except the “reliability” whose Cronbach value is 0.660. The variables having significant relationship between each other. Most of the audience said that price of ticket and food & beverages are expensive, this reduces their satisfaction level. The ‘price’ (0.472) is contributing low impact on the customer satisfaction. The other dimensions have good contribution towards the dependent variable and tangible (0.692) has the huge relationship with customer satisfaction. In Regression analysis, tangible and empathy has the significant relationship with customer satisfaction. To conclude, it can be said that there is a positive effect on the customer satisfaction, due to service quality dimensions (including Price) of the cinema theatre. The price of ticket and cancellation of ticket has a high importance among customers. But the performance is too low. So, it is plotted in quadrant – 4. The staff’s appearance and knowledge and scheduling the movie at correct time, has a good performance but customer don’t consider that as an important thing. The facilities of theatres, online ticket booking and safe transaction has excellent performance, whereas the price of food & beverages has not satisfied the customer.

VIII. SUGGESTION

Based on the finding, few suggestions have been made. They are:

- The correlation coefficient between price and customer satisfaction is 0.472, which is lower than other dimensions. In Important – performance analysis, the price of food & beverages has high negative service gap. It is suggested to reduce the price of the ticket and food & beverages.
- The item “Tickets can be cancelled, before the showtime”, has a high importance rating among the customer. But the actual performance is relatively low. Only two theatres (PVR Vellore and Aascars Cinemas) in Vellore, has this feature. So, it is recommended to bring this feature in all the theatres.
- The banner and advertising things about cinema theatres has the lowest importance and high performance. It is suggested to be active in social media like twitter, Instagram, Facebook, etc, instead of spending fund on banner. Like, Vishnu theatre is actively using the social media account (Instagram & Twitter) about the upcoming movies, asking for opinion from customer, saying the details about new infrastructures to be installed and the details about the food & beverages.
- The beta value of the dimension ‘Reliability’ is low, when compared to other dimensions. Except the

punctuality and accurate billing, other two attributes have high negative service gap. It means that attributes of this dimension should be improved.

- The customers don’t consider few items (like staff’s knowledge & behaviour, appearance of staff) as more important, but their performance is good. It is suggested to staff members to concentrate on doing things right at the first time because its performance is low and importance is high.

IX. LIMITATIONS

This current study considers only the cinema theatres of Vellore. One of the limitations is the sample size. Further research can take the same questionnaires for the other wide locations with larger sample size. The customers are changing their expectation on the time basis. When the new technology (regarding entertainment sector) comes, their expectation also increases gradually.

Even though, there are only five basic dimensions for service quality of theatre, various factors like price influence the customer satisfaction. Further research can be done by considering other few variables (or) factors, to get more reliable results. Further research is possible by comparing the service quality of cinema theatre in two near cities. So that, customer can find the good location for watching a movie.

X. APPENDIX

| Item Number | Symbol | Attribute |
|-------------|---------------|---|
| 1 | Reliability_1 | Punctuality of the service provider |
| 2 | Reliability_2 | If a customer faces a problem, Staffs shows interest on solving it. |
| 3 | Reliability_3 | The service provider performs right at the first time. |
| 4 | Reliability_4 | The Billings are accurate. |
| 5 | Assurance_1 | The Customer feels safe in their transaction with the cinema theatre. |
| 6 | Assurance_2 | The Staff has the knowledge to answer the customer queries. |
| 7 | Assurance_3 | The behaviour of Staff enhances the confidence of customers. |
| 8 | Assurance_4 | The Staffs treat the customers with good respect. |
| 9 | Tangible_1 | The cinema theatres upgrade their infrastructure, according to the trend. |
| 10 | Tangible_2 | Facilities of the theatre are excellent. |
| 11 | Tangible_3 | The appearance of Staff is neat and decent. |
| 12 | Tangible_4 | The waiting hall / lobby is visually attractive. |

| | | |
|----|------------------|--|
| 13 | Tangible_5 | The Banner and other advertising things about the cinema theatre are attractive. |
| 14 | Tangible_6 | The Parking area have enough space. |
| 15 | Tangible_7 | The canteen has high variety of foods and beverages. |
| 16 | Empathy_1 | Giving customer individual attention. |
| 17 | Empathy_2 | The cinema theatre operating at convenient time. |
| 18 | Empathy_3 | The staff understands the customer’s specific needs. |
| 19 | Empathy_4 | It is easy to book tickets in the website. |
| 20 | Responsiveness_1 | The staff convey the exact information to the customer. |
| 21 | Responsiveness_2 | The staff gives the customer, a prompt service (without any delay). |
| 22 | Responsiveness_3 | Willingness to help customer. |
| 23 | Responsiveness_4 | The ticket can be cancelled, before the showtime. |
| 24 | Price_1 | The price of the ticket is reasonable. |
| 25 | Price_2 | The price of the foods and beverages, are reasonable. |
| 26 | Price_3 | The price of parking is reasonable. |

XI. REFERENCE

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