

**INTEGRATE KANO'S MODEL AND SERVQUAL
TO IMPROVE THE SERVICE QUALITY OF
FACILITIES MANAGEMENT IN HONG KONG**

KEVIN WONG CHUNG TONG

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INTEGRATE KANO'S MODEL AND SERVQUAL TO IMPROVE
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HONG KONG

KEVIN WONG CHUNG TONG

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ABSTRACT

Facility management in Hong Kong is still in an early learning cycle when compared to that in the USA, or any other European countries where the practice has been on since the 1990's. Some of the organizations in these foreign countries are increasingly embracing the need for efficient facilities management and many of them have already since been improving their service qualities using either one of the two mainstream service quality models, that is, Noriaki Kano's (1984) Kano model for the expectation of a product or service before it is launched, and the PZB model (Parasuraman, Zeithaml & Berry, 1985) for assessing customers' expectations towards quality (i.e. a model for post-launch evaluation). While quality research seems to be more prevalent in countries where customers are collectivistic and dependent (Cheng & Wong, 2017), no literature was found to have looked into both the PZB and the Kano models to see how customers' expectations differ before and after a service is launched or what type of customer would provide likely be more sensitive toward what good quality is. This research, hence, aims to explore using both the PZB and the Kano models to see if discrepancies exist between "what customers envisioned (before a service is launched)" as measured using Kano and "how people evaluate what is missing (after a service is made available)" using PZB. Results showed that clients normally have no idea what good quality practically means from the FM perspective and that to achieve 'good quality', one prerequisite is to satisfy the more 'responsive' and 'critical' gaps as identified by female, and not male, respondents.

APPROVAL

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, as a thesis for the fulfilment of the requirements for the degree of Doctor of Philosophy.

The student has been supervised by: Assoc. Prof Dr Sheila Cheng

The thesis has been examined and endorsed by:

Assoc Prof Sr Dr Nor Rima
Examiner 1

Dr. Zairul Nisham bin Musa
Examiner 2

Assoc. Prof Dr. Wan Sabri Wan Hussin
Examiner 3

This thesis was submitted to the School of Management, Asia e University and is accepted as fulfilment of the requirements for the degree of Doctor of Philosophy.



.....
Professor Dr. Siow Heng Loke
Asia e University
Chariman, Examination Committee

DECLARATION

I hereby declare that the thesis submitted in fulfilment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

Name: Wong, Chung Tong

Signature of Candidate:

Date: 1 August 2022

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LIST OF ABBREVIATIONS

ABRAFAC	Association Brasileira de Facilities
AeU	Asia e University
ARESG	L'Environment de Travail
ANOVA	Analysis of Variance
BIFM	British Institute of Facilities Management
FMA	The Facility Management Association
FM	Facility Management
HFMS	Hungarian Building Management Association
IFMA	International Facility Management Association
KPI	Key Performance Indicator
PZB	Parasuraman, Zeithami and Berry
SAFMA	The South African Facilities Management Association

CHAPTER 1.0

INTRODUCTION

According to the Odiete (1998), the early stage of facility management, the services gap between customer expectation and perception was large. Current research and development of IFMA has pointed out that facility management should include maintenance, renovation, construction and environment improvement works (Brain and Adrain, 2000). Therefore, facility management can be outlined as generating a better environment to meet customer satisfaction (Hans, 1996). This definition is illustrated as follows:

- To make the current and non-current assets cost effective
- To improve facility management company reputation and culture
- To deliver fast-respond services
- To allow change of space in the future
- To generate many advantages to core business

Nowadays, facility management organizations are focusing on managing commercial office building and some of them are centering on industrial and non-commercial sectors (Gilleared Yiqyn, 1999). The essential of facility management is to deliver high standards services quality based on company policies, mission and procedures (Sanni, 1998). Many organizations in Hong Kong are contracted out and operate a 24 hour, 7 days a week, Help Desk providing a single point of contact for all buildings. They utilize specifically designed facility management systems, the bilingual Help Desk operators will receive and

process work requests, handle enquires and ensure that these are passed to the appropriate people for action. The organizations in-house team will manage some parts to manage in order to keep the standards such as cleaning.

Based on the above-mentioned, this research is to evaluate the facility management services level of problems in Hong Kong via looking at the customer expectations “beforehand” (using the Kano model) and their evaluations “afterwards” (using the PZB model).

1.1 Statement of Problem

In the early stage, FM in Hong Kong is in practicing cycle as compared European countries, UK, USA. Since 1990’s, some of foreign organizations are focusing on efficient facilities management and many of them have already been improving their service qualities using either one of the two mainstream service quality models. The product development Kano Model introduced by Professor Noriaki Kano in 1984 and the PZB model introduced by Parasuraman, Zeithaml and Berry in 1985. The two models are looking gap between customers’ quality expectations and the organization’s performance (Bronn, 2012). Up to now, no research has been found to have deployed both the Kano and the PZB to look at the facility management industry from “before” and “after” service deployment.

1.2 Aim of Objective

This research is to evaluate the main factors that are crucial to perfecting facility management in Hong Kong and list out the problems to affect facility management operation and find solution to the found problems using both the Kano and the PZB models.

The research objective is listed below:

- To provide detailed facility management scope of services and functions by seeing at the discrepancies and gap between customer expectations, and their evaluation before and after an FM service is launched.
- To find out service quality issues which influence on effective and efficient a facility management in organizations.
- The reasons Why customers driving force to quality effort, how they can deliver high level of service quality and meet customers' performance expectations in order to correct from service mistakes.
- Which items of facility management operations and needs to be evaluated and measured. Which model and measuring tools should be selected to use, and line up customers to involve measurement process entirely.
- How to generate a FM marketing plan to increases attention of facility management organization to improves their reputation.

1.3 Scope of Study

The area coverage of FM is board, and therefore this study was limited to facility management operations in Hong Kong. The sampling is to select a number of FM organizations. They are now providing solutions to some of the found problems.