

## Evaluation of Factors Affecting Customers' Satisfaction from After-Sale Service of Saipa-Khodro Products Using Kano Model

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### ABSTRACT

Recognition of quality concept and efforts to improve quality has caused high-quality service and a high-quality service will result in customers' satisfaction. Customers' satisfaction is a kind of guarantee against an institution's probable mistakes because permanent customers ignore such mistakes because they have received satisfactory service before and now they can disregard small mistakes of the organization and such customers will not go to competitors after confronting insignificant mistakes. Therefore, it is not unusual to see that customers' satisfaction is nowadays the main duty of organizations because this has a direct relationship with keeping customers, market share and organizational benefits. The present research tries to evaluate factors affecting customers' satisfaction from after-sale service of Saipa-Khodro products using Kano model. Statistical population of the research was the customers of after-sale agents of Saipa Company in Ardebil Province, Iran. 320 people were selected as sample size using Morgan table. Then, a questionnaire based on Kano model was designed and distributed among sample members and finally, the hypotheses were tested. Variance analysis (ANOVA) was used to test hypotheses. This research is an applied research from objective point of view and its methodology was descriptive-analytical.

**KEYWORDS:** customer satisfaction, Kano model, after-sale service, Saipa-Khodro Company.

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### 1. INTRODUCTION

The most important goal of many organizations is providing customer satisfaction. Keeping the current customers is very cheaper than attracting new customers. Providing suitable service will help keeping customers and satisfied customers will recommend the product to other customers. It is very valuable to increase sales through positive advertisement of customers themselves (Goodman, 2006). On the other hand, customers' discontentment from received service can reduce company's share from market. In order to satisfy customers, their needs must be considered. The fact that customers' needs, demands and expectations is changing necessitates regular and continuous customers' satisfaction study. Surveying customers is a marketing technique and a cause for new sales. Companies must base their marketing strategy on their customers' needs and expectations. Organizations that fail in satisfying their customers will be eliminated from competition (Ranjbaran et al, 2002, 129). Recognition of quality concept and efforts to improve quality has caused high-quality service and a high-quality service will result in customers' satisfaction. In view of the weak service quality in Iranian organizations which is evident approximately in all organizations, this research will deal with service quality concept and its importance and different models in marketing literature. Then after-sale service quality in Saipa-Khodro Company will be measured in Ardebil Province. Customers' satisfaction is a kind of guarantee against an institution's probable mistakes because permanent customers ignore such mistakes because they have received satisfactory service before and now they can disregard small mistakes of the organization and such customers will not go to competitors after confronting insignificant mistakes. Therefore it is not unusual to see that customers' satisfaction is nowadays the main duty of organizations because this has a direct relationship with keeping customers, market share and organizational benefits. Kano model is used to classify and prioritize customers' needs and it is helpful because not all customers' needs are the same. The results of this method will help with prioritizing measures to satisfy customers. Kano model can be used to identify customers categories based on their needs relative priority. After defining each part's characteristics based on needs and common criteria like gender and participation level, Kano model can be used again in order to make a more complete definition of parts priority. In this research, we try to classify basic, performance and excitement factors and then we will determine satisfaction level of each of the following factors. Therefore, Kano model was used to investigate service quality and customers' satisfaction relationship.

#### Statement of the problem

Today, all efforts concerning higher quality for products and competitive power are aimed at achieving more customers and satisfying them in a better manner. This goal is a great ideal especially for car-producing

companies and a large part of this is provided by customer-relationship units of companies (sale and after-sale service agents in nearby and faraway cities). It is important to decrease the distance between customer's expectations and what he/she receives so that customers will be satisfied. Customers' satisfaction has a great impact on using service and a satisfied customer will have a high level of loyalty (Bolton and Lemon, 1999, 171) in customer-based viewpoint, concentration is on customer. One of the main aspects of performance evaluation within an organization is its customers' satisfaction (Abbott, 1996, 36-37). Professor Kano reformed quality concept based on Herzberg's research titled "**motivation-hygiene theory**" In the late 70 decade. While many of the previous definitions of quality were one-dimensional, Kano defined quality as a two-dimensional concept.

- 1) Product performance
- 2) Consumer satisfaction

Kano model is used to classify and prioritize customers' needs and it is helpful because not all customers' needs are the same. The results of this method will help with prioritizing measures to satisfy customers. Kano model can be used to identify customers categories based on their needs relative priority. After defining each part's characteristics based on needs and common criteria like gender and participation level, Kano model can be used again in order to make a more complete definition of parts priority. (Forsyth, R, 2003). Comparison of performance and satisfaction quality factors of consumers resulted in three new definitions of quality requirements which are: 1) basic requirements 2) performance requirements 3) excitement requirements (Vazifedoost and Ataollahi, 2007, 94-95).

### **Research theoretical framework**

A theoretical framework is a viewpoint which must be used in studying each subject. A theoretical framework helps researcher with organizing research's question in his/her mind because results of a research are understood, analyzed and organized well when they match a theoretical framework (Sekaran, 2007, 94-95). In a survey conducted in marketing institute of Ireland, 81 percent of managers believed that quality improvement, fair price and better service are success keys for their companies. In recent years, customers needs and their relationship with service quality level has been studied a lot (Palmer, 2000, 175). Therefore, the present research's framework has been based on Kano model. Kano presented a model to help with determining a product's different characteristics and make sure that the product matches customers' needs and expectations or not. Kano model is used for a product's characteristics taxonomy based on customers' expectations and its impacts on customers' satisfaction. This taxonomy is used to decide about designing and determine how much of a characteristic is satisfactory and how much of that characteristic will be better. Kano model classifies a product's characteristics into three parts: basic characteristics, performance characteristics and excitement characteristics. A competitive product estimates primary characteristics, increases performance characteristics and includes excitement characteristics as far as the proposed price is competitive in market.

### **Research goals**

1. Classification of basic, performance and excitement factors in 3 products (Zantia, Pride 141 and Pride Saba).
2. Determination of customers' satisfaction in each of the above factors in the three products (Zantia, Pride 141 and Pride Saba).

### **Research hypotheses**

1. Classification of the three factors (basic, performance and excitement) appears to be different in Pride Saba customers in Saipalicensed agents.
2. Classification of the three factors (basic, performance and excitement) appears to be different in Pride 141 customers in Saipalicensed agents.
3. Classification of the three factors (basic, performance and excitement) appears to be different in Zantia customers in Saipalicensed agents.

## **RESEARCH METHODOLOGY**

From data gathering point of view (research methodology), this research is a descriptive-analytical research. A descriptive research involves testing a phenomenon for presenting a more complete definition of that phenomenon or stating its difference with other phenomenon (Hafeznia, 2003, 58-59). This research is also a field study (case study) from research place viewpoint. In the present research, questionnaire was used to gather data. Statistical population of the research included all customers of after-sale agents of Saipa Company in Ardebil Province, Iran, which includes Pride Saba customers (1130 people), Pride 141 (493 people) and Zantia customers (211 people) in 2009 and because of the dissimilarity of the statistical population, the questionnaires were distributed using no probability sampling as follows:

Table 1: sample distribution and profile in Saipalicensed agents

Sample members from group according to relative percentage	Relative percentage of population	Total population	Group under study	Total sample size
198	%62	1130	Pride Saba	320
86	%27	493	Pride 141	
36	%11	211	Zantia	
320	%100	1834	total	

**RESEARCH RESULTS**

Variance statistical test analysis of repeated measure (F) and Post Hoc were used to analyze the three hypotheses of the research. Kano model was used to prioritize factors affecting customers' satisfaction from Saipa agents' after-sale service. The following part shows hypotheses analysis.

**First hypothesis test**

Classification of the three factors (basic, performance and excitement) appears to be different in Pride Saba customers in Saipalicensed agents.

Table 2. Results of variance analysis test for the three factors

Source of variation	Sum of squares	Degree of freedom	Mean of squares	F
Factors variance	857569/326	1	857569/326	39726/ 784 *
Error variance	4252/576	197	21/587	

\*P< 0/05

The results of executing variance analysis test repeated measure shows that at least variance difference of one of the factors is statistically significant. LSD Post Hoc was used to determine factors mean according to table 3. Results show that for Pride Saba, basic, performance and excitement factors require special attention respectively from customers' point of view. From significance point of view, this difference is significant in one and two level and one and three level. These factors prioritization has not been changed according to primary classification.

Table 3. Results of Post Hoc for the three factors combination

Means difference means	X <sub>1</sub> =30/407	X <sub>2</sub> =41/692	X <sub>3</sub> =41/889
basic factors mean =30/407	-	* -11/285	* -11/482
performance factors mean =41/692		-	-0/197
excitement factors mean =41/889			-

**Second hypothesis test**

Classification of the three factors (basic, performance and excitement) appears to be different in Pride 141 customers in Saipalicensed agents.

Table 4. Results of variance analysis test for the three factors

Source of variation	Sum of squares	Degree of freedom	Mean of squares	F
Factors variance	381148/435	1	381148/435	28499/ 386 *
Error variance	1136/783	85	13/374	

\*P< 0/05

The results of executing variance analysis test repeated measure shows that at least variance difference of one of the factors is statistically significant. LSD Post Hoc was used to determine factors mean according to table 5. Results show that for Pride 141, basic, performance and excitement factors require special attention respectively from customers' point of view. From significance point of view, this difference is significant in one and two level and one and three level. These factors prioritization has not been changed according to primary classification.

Table 5. Results of Post Hoc for the three factors combination

Means difference means	X <sub>1</sub> =29/458	X <sub>2</sub> =42/784	X <sub>3</sub> =41/889
basic factors mean =29/458	-	* -13/327	* -13/608
performance factors mean =42/784		-	-0/281
excitement factors mean =41/889			-

**Third hypothesis test**

Classification of the three factors (basic, performance and excitement) appears to be different in Zantia customers in Saipalicensed agents.

Table 6. Results of variance analysis test for the three factors

Source of variation	Sum of squares	Degree of freedom	Mean of squares	F
Factors variance	151522/364	1	151522/364	16226/ 391 *
Error variance	326/831	35	9/338	

The results of executing variance analysis test repeated measure shows that at least variance difference of one of the factors is statistically significant. LSD Post Hoc was used to determine factors mean according to table 7. Results show that for Pride 141, basic, excitement and performance factors require special attention respectively from customers' point of view. From significance point of view, this difference is significant in one and two level and one and three level. The customers' ranking has placed basic requirements at the top, excitement factors in the middle and performance factors at the bottom.

Table 7. Results of Post Hoc for the three factors combination

Means difference means	X <sub>1</sub> -28/021	X <sub>2</sub> -42/207	X <sub>3</sub> -42/141
basic factors mean =28/021	-	* -14/186	* -14/121
performance factors mean =42/207		-	-0/066
excitement factors mean =42/141			-

**Customers' Satisfaction and dissatisfaction coefficient**

Satisfaction and dissatisfaction coefficients are used to estimate customer's satisfaction from one factor and his/her satisfaction from that factor. Customers' satisfaction coefficient is a coefficient that is variable from zero to 1. This factor is computable for each factor and as this coefficient is closer to 1, it shows more impact of that factor on customers' satisfaction and as it approaches zero, it has less impact on customers' satisfaction. Similarly, in negative coefficient of customers' satisfaction, as it approaches -1, this shows lack of one factor has more impact on customers' dissatisfaction. Zero value for the mentioned coefficient shows that lack of that factor will not result in customers' dissatisfaction. Results of these coefficients calculations have been presented in table. Before determining satisfaction and dissatisfaction coefficients, Kano classification method is reviewed which in fact show the route to satisfaction and dissatisfaction. Then, we will go to satisfaction and dissatisfaction determination.

Table 8. Classification of basic, performance and excitement factors

grouping	Total sum	R Reverse answer	Questionable	I indifferent	A excitement	O performance	Mbasic	Customers' needs
basic	320	1	3	10	40	111	155	punctuality And on-time delivery
performance	320	1	1	20	74	124	120	Polite and respectful treatments
excitement	320	2	1	8	140	98	71	Cleaning car before delivery
basic	320	3	1	15	82	104	115	Ease of access to agents
performance	320	2	4	14	86	132	82	Employees sense of responsibility
basic	320	1	2	25	78	86	128	Enough capacity of agents for reception
performance	320	2	2	5	72	115	114	Relationship with agents after fixing a car
excitement	320	3	1	15	141	81	79	Necessary trainings on car
excitement	320	1	2	10	138	78	91	Phone advice access before referring to the agents
excitement	320	2	3	11	121	102	81	Tidiness of garage
basic	320	2	1	26	70	80	141	Guarantee for car parts
basic	320	2	1	18	46	121	132	Fair price of parts and fixing
performance	320	3	1	11	84	115	106	Suitable speed in reception and diagnostics
basic	320	3	2	14	81	106	114	No damage to other parts of the car
excitement	320	2	1	27	129	87	74	Discount card giving to the customer
excitement	320	2	1	32	108	91	86	Taking the car from customer's house
basic	320	1	1	19	80	101	118	Keeping safe the personal assets of the car
basic	320	1	1	35	77	98	108	Receiving the car at all day long
excitement	320	1	0	20	140	72	87	Refunding fixing cost in case

								of customer's dissatisfaction
performance	320	1	0	15	104	108	92	Presence of some facilities like water-cooler and chair in garage
performance	320	1	1	10	101	124	83	Employees interest to answer customers
excitement	320	2	0	18	112	108	80	Delivering postal service to customers
performance	320	2	1	20	81	142	74	Technical knowledge of employees in garages
excitement	320	1	1	26	128	108	56	Delivering service even on holidays
excitement	320	1	0	22	141	80	76	Delivering special service to some people with special case
performance	320	1	1	35	88	122	73	Implicit (explicit) demands for tips
performance	320	1	0	25	92	118	84	Employees acceptable treatment with each other
performance	320	1	1	7	89	128	94	Employees acceptable treatment with management
performance	320	2	0	24	77	111	106	Honest calculation of invoices
excitement	320	1	1	17	132	101	68	Giving a substitute car during overhaul

After determining requirements in each of the above indices, customers' selection from product respect must be determined in each of these indices. Therefore, the number of each of the requirements was classified separately and frequency number was shown in each of the mentioned products.

Table 9. Determination of performance factors based on Saipa company products

Zantia	Pride 141	Pride Saba	Total sum	group	Customers' needs
16	52	56	124	performance	Polite and respectful treatments
21	45	66	132	performance	Employees sense of responsibility
25	41	49	115	performance	Relationship with agents after fixing a car
12	47	56	115	performance	Suitable speed in reception and diagnostics
8	49	51	108	performance	Presence of some facilities like water-cooler and chair in garage
15	38	71	124	performance	Employees interest to answer customers
26	42	74	142	performance	Technical knowledge of employees in garages
22	35	65	122	performance	Implicit (explicit) demands for tips
8	56	54	118	performance	Employees acceptable treatment with each other
25	33	70	128	performance	Employees acceptable treatment with management
21	48	42	111	performance	Honest calculation of invoices
<b>199</b>	<b>486</b>	<b>654</b>	<b>1339</b>	<b>11</b>	<b>Total sum</b>

Table 10. Basic factors determination based on Saipa products

Zantia	Pride 141	Pride Saba	Total sum	group	Customers' needs
29	52	74	155	basic	punctuality And on-time delivery
18	46	51	115	basic	Ease of access to agents
21	49	58	128	basic	Enough capacity of agents for reception
28	48	65	141	basic	Guarantee for car parts
12	51	69	132	basic	Fair price of parts and fixing
19	37	58	114	basic	No damage to other parts of the car
28	41	49	118	basic	Keeping safe the personal assets of the car
13	34	61	108	basic	Receiving the car at all day long
<b>168</b>	<b>358</b>	<b>485</b>	<b>1011</b>	<b>8</b>	<b>Total sum</b>

Table 11. Excitement factors determination based on Saipa products

Zantia	Pride 141	Pride Saba	Total sum	group	Customers' needs
36	46	58	140	excitement	Cleaning car before delivery
23	53	65	141	excitement	Necessary trainings on car
20	72	46	138	excitement	Phone advice access before referring to the agents
16	54	51	121	excitement	Tidiness of garage
20	53	56	129	excitement	Giving discount card to the customer
16	45	47	108	excitement	Taking the car from customer's house

10	55	75	140	excitement	Refunding fixing cost in case of customer's dissatisfaction
17	44	51	112	excitement	Delivering postal service to customers
24	38	66	128	excitement	Delivering service even on holidays
10	49	82	141	excitement	Delivering special service to some people with special case
23	63	46	132	excitement	Giving a substitute car during overhaul
<b>215</b>	<b>572</b>	<b>643</b>	<b>1430</b>	<b>11</b>	<b>Total sum</b>

After classification, in the next part we will determine satisfaction and dissatisfaction among indices considering products in each of these requirements. As it has been shown in table, in order to determine satisfaction, excitement and performance factors are added together and the resulting sum is divided by basic, excitement, performance and indifference factors. In order to determine dissatisfaction, basic and performance factors were summed up and the resulting sum was divided by basic, excitement, performance and indifference factors.

Table 12. Determination of satisfaction and dissatisfaction coefficients

dissatisfaction $\frac{O+M}{A+O+M+I(-)}$	satisfaction $\frac{A+O}{A+O+M+I}$	grouping	Total sum	I indiffer ent	A excite ment	O perfor mance	M basic	Customers' needs
-%84	%47	basic	316	10	40	111	155	punctuality And on-time delivery
-%71	%59	performance	318	28	64	124	102	Polite and respectful treatments
-%53	%75	excitement	317	8	140	98	71	Cleaning car before delivery
-%69	%58	basic	316	15	82	104	115	Ease of access to agents
-%68	%69	performance	314	14	86	132	82	Employees sense of responsibility
-%67	%51	basic	317	25	78	86	128	Enough capacity of agents for reception
-%72	%59	performance	316	5	72	115	114	Relationship with agents after fixing a car
-%50	%70	excitement	317	15	141	81	79	Necessary trainings on car
-%53	%68	excitement	316	10	138	78	91	Phone advice access before referring to the agents
-%57	%70	excitement	317	11	121	102	81	Tidiness of garage
-%70	%47	basic	315	26	70	80	141	Guarantee for car parts
-%79	%52	basic	317	18	46	121	132	Fair price of parts and fixing
-%69	%62	performance	317	11	84	115	106	Suitable speed in reception and diagnostics
-%69	%59	basic	316	14	81	106	114	No damage to other parts of the car
-%51	%68	excitement	315	27	129	87	74	Discount card giving to the customer
-%55	%62	excitement	317	32	108	91	86	Taking the car from customer's house
-%69	%57	basic	317	19	80	101	118	Keeping safe the personal assets of the car
-%64	%55	basic	318	35	77	98	108	Receiving the car at all day long
-%50	%66	excitement	318	20	140	72	87	Refunding fixing cost in case of customer's dissatisfaction
-%62	%66	performance	319	15	104	108	92	Presence of some facilities like water-cooler and chair in garage
-%64	%70	performance	319	10	101	124	83	Employees interest to answer customers
-%59	%69	excitement	318	18	112	108	80	Delivering postal service to customers
-%67	%70	performance	318	20	81	142	74	Technical knowledge of employees in garages
-%51	%74	excitement	317	26	128	108	56	Delivering service even on holidays
-%49	%69	excitement	318	22	141	80	76	Delivering special service to some people with special case
-%61	%65	performance	319	35	88	122	73	Implicit (explicit) demands for tips
-%63	%66	performance	318	25	92	118	84	Employees acceptable treatment with each other
-%69	%68	performance	319	7	89	128	94	Employees acceptable treatment with management
-%68	%59	performance	318	24	77	111	106	Honest calculation of invoices
-%53	%73	excitement	318	17	132	101	68	Giving a substitute car during overhaul

Results analysis is provided below for each question separately:

1. Analysis of the results of the first question "punctuality and on-time delivery after fixing the car": responses show that this factor is classified in basic requirements group. Then customers need this factor and they cannot bear its absence. This factor's rank from dissatisfaction point of view is 1 with a coefficient of -0.84.

2. Analysis of the results of the second question "polite treatment": responses show that this factor is classified in performance requirements group. Then customers need this factor and they cannot bear its absence. This factor's rank from dissatisfaction point of view is 4 with a coefficient of -0.71.

3. Analysis of the results of the third question "cleaning the car before delivery": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction. This factor's rank from satisfaction point of view is 1 with a coefficient of 0.75.

4. Analysis of the results of the fourth question "ease of access to the agents": responses show that this factor is classified in basic requirements group. In other words, its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 6 with a coefficient of -0.69.

5. Analysis of the results of the fifth question "employees' sense of responsibility": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from satisfaction point of view is 5 with a coefficient of 0.69.

6. Analysis of the results of the sixth question "enough capacity of agents": responses show that this factor is classified in basic requirements group. In other words, its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 8 with a coefficient of -0.67.

7. Analysis of the results of the seventh question "maintaining relations after fixing": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 3 with a coefficient of -0.72.

8. Analysis of the results of the 8th question "providing car-owners with necessary trainings": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction. This factor's rank from satisfaction point of view is 4 with a coefficient of 0.7.

9. Analysis of the results of the 9th question "telephone consultancy before referring to agents": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction. This factor's rank from satisfaction point of view is 6 with a coefficient of 0.68.

10. Analysis of the results of the 10th question "tidiness of garage appearance": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction. This factor's rank from satisfaction point of view is 4 with a coefficient of 0.7.

11. Analysis of the results of the 11th question "guarantee of parts after fixing": responses show that this factor is classified in basic requirements group. In other words, its absence will result in dissatisfaction. This factor's rank from satisfaction point of view is 5 with a coefficient of 0.7.

12. Analysis of the results of the 12th question "fair price of parts and fixing": responses show that this factor is classified in basic requirements group. In other words, its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 2 with a coefficient of -0.79.

13. Analysis of the results of the 13th question "suitable speed in reception and fixing the car": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 6 with a coefficient of -0.69.

14. Analysis of the results of the 14th question "no damage to other parts of the car": responses show that this factor is classified in basic requirements group. In other words, it is a necessary factor and its absence will result in dissatisfaction. This factor's rank from dissatisfaction creation point of view is 6 with a coefficient of -0.69.

15. Analysis of the results of the 15th question "giving discount card to customers": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction. This factor's rank from satisfaction point of view is 6 with a coefficient of 0.68.

16. Analysis of the results of the 16th question "taking the car from customer's house and fixing it": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction, although its absence will not result in dissatisfaction. This factor's rank from satisfaction point of view is 9 with a coefficient of 0.62.

17. Analysis of the results of the 17th question "protection of personal assets in the car": responses show that this factor is classified in basic requirements group. In other words, its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 6 with a coefficient of -0.69.

18. Analysis of the results of the 18th question "receiving the car in all hours": responses show that this factor is classified in basic requirements group. In other words, its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 9 with a coefficient of -0.64.

19. Analysis of the results of the 19th question "refunding fixing cars in case of customer's dissatisfaction": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction, although its absence will not result in dissatisfaction. This factor's rank from satisfaction point of view is 7 with a coefficient of 0.66.

20. Analysis of the results of the 20th question "presence of facilities like water-cooler and chair": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from satisfaction point of view is 7 with a coefficient of 0.66.

21. Analysis of the results of the 21st question "employees' interest in answering customers' question": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from satisfaction point of view is 4 with a coefficient of 0.7.

22. Analysis of the results of the 22nd question "providing good postal service in agents": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction, although its absence will not result in dissatisfaction. This factor's rank from satisfaction point of view is 5 with a coefficient of 0.69.

23. Analysis of the results of the 23rd question "employees' technical knowledge in agents": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from lack of satisfaction point of view is 4 with a coefficient of 0.7.

24. Analysis of the results of the 24th question "providing service on holidays": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction, although its absence will not result in dissatisfaction. This factor's rank from satisfaction point of view is 2 with a coefficient of 0.74.

25. Analysis of the results of the 25th question "providing special service for special individuals": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction, although its absence will not result in dissatisfaction. This factor's rank from satisfaction point of view is 5 with a coefficient of 0.69.

26. Analysis of the results of the 26th question "employees' implicit (clear) demands for tip": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 8 with a coefficient of 0.65.

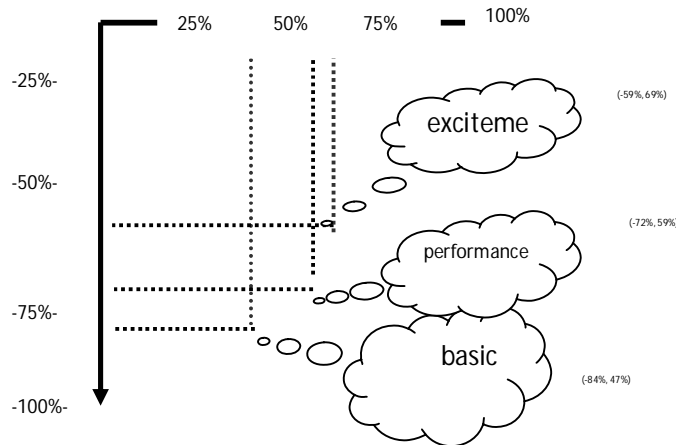
27. Analysis of the results of the 27th question "employees' appropriate behavior toward each other": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from satisfaction point of view is 7 with a coefficient of 0.66.

28. Analysis of the results of the 28th question "employees' appropriate behavior toward management and vice versa": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 6 with a coefficient of -0.69.

29. Analysis of the results of the 29th question "honest calculation of guarantee invoices": responses show that this factor is classified in performance requirements group. Then customers need this factor and its absence will result in dissatisfaction. This factor's rank from dissatisfaction point of view is 7 with a coefficient of -0.68.

30. Analysis of the results of the 30th question "giving a substitute car during fixing": responses show that this factor is classified in excitement requirements group. So its presence will create a considerable satisfaction, although its absence will not result in dissatisfaction. This factor's rank from satisfaction point of view is 3 with a coefficient of 0.73.

Figure 1. Illustration of basic, performance and excitement factors



1. punctuality and on-time delivery (basic)
2. Relationship with agents after fixing (performance)
3. Suitable postal service to customers (excitement)

According to Kano model's performance evaluation law (M>O>A>I) we should invest in basic factors because before solving basic problems, it is not appropriate to invest in excitement requirement.

### Conclusion

The first hypothesis of the research showed that the three factors classification (basic, performance and excitement) is different in Pride Saba product in Saipalicensed agents, because (F=39726.784) and significance



level was less than 0.05. Results of Post Hoc showed that from customers' point of view, for Pride Saba the basic factors, performance factors and finally excitement factors need special attention and these factors prioritization has not been changed based on the primary classification. Hence Kano model was used to determine customers' satisfaction in the present research, and although this model had been used in some previous studies but there was no expectable predictions about these factors' difference among companies products. However, as required characteristics are basic to each product and if these characteristics are not met, the customers will be unsatisfied, but if these characteristics are provided by employees, customers' satisfaction will not increase. Basic requirements are very mandatory for each factor because if they are not provided, the customers will not buy that product. Basic factor had the first rank, performance factors had the second and finally excitement factors had the third priority in Pride Saba car customers.

The second hypothesis of the research showed that the three factors classification (basic, performance and excitement) is different in Pride 141 product in Saipalicensed agents, because ( $F=28499.386$ ) and significance level was less than 0.05. Results of Post Hoc showed that from customers' point of view, for Pride 141 the basic factors, performance factors and finally excitement factors need special attention and these factors prioritization has not been changed based on the primary classification.

Because customers' satisfaction corresponds these characteristics level of provision, then a higher level of these characteristics will increase customers' satisfaction and vice versa. Performance requirements, contrary to the previous case (basic requirements), are usually stated explicitly by customers. For example, as the speed of garage service increase, customers' satisfaction will also increase and its absence will lead to dissatisfaction. Customers ranking for Pride 141 revealed that they pay special attention to basic factors or requirements, than performance factor and after that they consider excitement factor. This makes agents to pay attention to these requirements for their planning.

The third hypothesis of the research showed that the three factors classification (basic, performance and excitement) is different in Zantia product in Saipalicensed agents, because ( $F=16226.391$ ) and significance level was less than 0.05. Results of Post Hoc showed that from customers' point of view, for Zantia the basic factors, excitement factors and finally performance factors need special attention.

Contrary to the previous hypotheses, factors prioritization has been changed considering the primary classification. In other words, customers pay the most attention to basic factors, then to excitement factors and finally to performance factors. Excitement requirements are not explained explicitly and neither expected by customers. Provision of these requirements will cause high level of satisfaction and if they are not provided, the customers will not feel dissatisfied. The results showed that Zantia customers pay attention to excitement factors more than performance factors which shows its importance compared with performance factors. In fact, Kano model helps identify some criteria from some products which have more impacts on customers' satisfaction. Classification of products characteristics to basic, performance and excitement helps concentrate on each of them and prioritize the products for development. For example, investment in basic requirements improvement will not be useful if they are already at a satisfactory level but investing in performance and excitement requirements improvement will be more helpful in increasing satisfaction. The results of the research showed that customers satisfaction from Saipa agents is different in classification of basic, performance and excitement requirements for the 3 products and there exists a significant difference between them. However, Pride Saba and 141 customers prioritization and ranking did not show any difference but Zantia customers changed the ranking and they paid attention to basic factors, excitement factors and performance factors respectively.

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