The Customer Satisfaction Analysis of the Cinema during Covid-19 Pandemic using the Kano Model in Indonesia

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Abstract

Most of the countries suffered from the COVID-19 pandemic, especially Indonesia. It slowed down business growth. One of them was the cinema industry. The cinemas had difficulties reopening the business since the cinema gathered many people using air conditioning systems and had the theatre rooms close and soundproof. The conditions were hazardous for the COVID-19 transmission and opposite with the new normal procedures. This study aimed to identify customer requirements the cinema should have to get customer satisfaction during the pandemic. This study used the Kano model to classify the quality attributes of the cinema during the pandemic because it can predict customer satisfaction following the quality attribute. The total of respondents were 251 Indonesian citizens living in Indonesia. The study found one attractive quality attribute, five must-be quality attributes, one reserve quality attribute, and five indifferent quality attributes. The cinema operator should provide free gloves to the customer as an attractive quality attribute and had to require the hand sanitizer, masks and face shields, periodic disinfection, the distance between the seats, and the air conditioning system equipped with the excellent air ventilation system and regular maintenance as a must-be quality attribute. The cinema operator should provide the characteristics because it would significantly affect customer satisfaction to make the customer brave and feel safe to visit the cinema.

Keywords
Customer Satisfaction, Cinema, COVID-19, Kano Model, and Indonesia.

1. Introduction

COVID-19 pandemic is increasing in the world. It reached 81,772,669 positive cases and 1,784,244 deaths by December 29, 2020 (Worldometer 2020). The first five countries having the most cases were the USA, India, Brazil, Russia, and France by December 29, 2020 (Worldometer 2020). The most cases in Southeast Asia were in Indonesia (rank twenty globally) with the entire case of 727,122, the new cases of +7,903, the total deaths of 21,703, and the active cases of 108,636 by December 29, 2020 (Worldometer 2020). Most cases in Indonesia happened in Jakarta Capital Special Region (24.7%), East Java (11.3%), West Java (11.2%), Central Java (11.0%), South Sulawesi (4.2%), East Kalimantan (3.6%), Riau (3.4%), West Sumatera (3.2%), North Sumatera (2.5%), Banten (2.4%), Bali (2.4%), South Kalimantan (2.1%), Papua (1.8%), Special Province of Yogyakarta (1.6%), and South Sumatera (1.6%) by December 30, 2020 (Covid.go.id 2020). Moreover, a Delta variant is more transmissible than other previous variants (WHO 2021). Unfortunately, Indonesia's rank of COVID-19 was fifteenth in the world, i.e., 2,284,084 COVID-19 cases, by July 4, 2021 (Worldometers 2021). It raises five positions from December 29, 2020, in the world and still gets the first rank in Southeast Asia (Worldometers 2021). Therefore, the Indonesian Government has to make critical decisions to mitigate the risk of the COVID-19 pandemic.

COVID-19, caused by a virus named SARS-CoV-2 (Severe Acute Respiratory Syndrome Coronavirus 2), can move from one place to another through airborne transmission. COVID-19 can be transported a long distance from airborne dissemination and transmission (Nissen et al. 2020). Covid-19 transmission can occur significantly in confined, crowded, and poorly ventilated indoor environments (Ahlawat et al. 2020, Azuma et al. 2020). The chances of airborne transmission of SARS-CoV-2 in dry indoor places (less humidity (< 40% RH)) are higher than that of humid areas (i.e., > 90% RH) (Ahlawat et al. 2020). Lower temperatures and low humidity support viruses' lengthened endurance on contaminated surfaces (Ahlawat et al. 2020). A shared indoor space is a primary SARS-CoV-2 infection risk (Qian

et al. 2020). Hence, an indoor facility using air conditioning looks a dangerous place for individuals from getting COVID-19 transmission.

Many industries are suffering from the COVID-19 pandemic, especially the cinema industry. COVID-19 outbreak caused a revenue loss of 52 million dollars in Korea and the Korean movie theatre industry during the first five weeks (Kim 2020). Moreover, watching at the cinema has a high potential for COVID-19 transmission in the new normal period (Irawan et al. 2020). On the other hand, its technology grows from 2D to a real-life 3D movie theatre using glasses-free 3D technologies (a large-scale light field cinema system) (Kara et al. 2017), making the cinema still an attractive place for people to entertain themselves. Although there are home film providers like Netflix and TV cable, the cinema still has a magnificent power to attract people to enjoy a film alone or together with their friends, colleagues, or family members. It offers a large screen, 3D sound systems, convenient chairs, and a comfortable environment. In conclusion, people feel afraid and worried about watching a film in the cinema, but they still miss the cinema experiences. Therefore, the cinema industry needs to know the cinema's requirements and corresponding customer satisfaction during the new normal to face the COVID-19 outbreak or other similar outbreak (someday). This study aims to identify the quality attributes the cinema should give to the customers and the customer satisfaction corresponding to it during the COVID-19 pandemic in Indonesia using the Kano Model.

2. Literature Review

Scientists introduce many ways to minimize indoor covid-19 transmission. First, engineering control can be used, such as portable air cleaners equipped with mechanical filtration systems to capture the airborne micro-droplets (Kohanski et al. 2020, Morawska et al. 2020) or a high-efficiency particulate air (HEPA) purifier (Blocken et al. 2020, Lelieveld et al. 2020, Morawska and Milton 2020, Nwanaji-Enwerem et al. 2020, Vardoulakis et al. 2020). Second, a building should have better ventilation effectiveness to increase fresh air coming to a room and avoid air recirculation (Ahlawat et al. 2020, Anchordoqui and Chudnovsky 2020, Blocken et al. 2020, Cheshmehzangi 2020, D'alessandro et al. 2020, Domínguez-amarillo et al. 2020, Hayashi et al. 2020, Lelieveld et al. 2020, Morawska et al. 2020, Morawska and Milton 2020, Noorimotlagh et al. 2021, Nwanaji-Enwerem et al. 2020, Sloan Brittain et al. 2020, Vardoulakis et al. 2020, Wang et al. 2020). Third, installing extraction vents or fans at the top of the space can push air from the indoor to the outside (Bhagat et al. 2020, Kenarkoohi et al. 2020). Fourth, an operator should apply social distancing (more than 1.8288meters) to minimize the virus's expansion (Anchordoqui and Chudnovsky 2020, Cheng et al. 2020, Jones et al. 2020, Noorimotlagh et al. 2021, Vardoulakis et al. 2020). Fifth, a traffic flow within aisles in the buildings should be unidirectional (Romero et al. 2020). Sixth, a room operator can provide an IoT-based system to ensure health protocol implementation, such as contactless temperature sensing, mask detection, and social distancing check (Barabas et al. 2020, Petrovi et al. 2020, Petrovic and Kocic 2020). They could also use an indoor navigation system to align people using smartphones by collecting their time-based position and advising their destination's best pathway (Alrashidi 2020, Fazio et al. 2020). Seventh, installed partitions in a room can reduce or block the airflow (Hasan et al. 2017). Eighth, the building operator reduces on-site eating or drinking so it could minimize the chance for opening the mouth while using a mask (Fisher et al. 2020). Last but not the least, people should use personal protective equipment like a mask or/and a face shield (Bazant and Bush 2020, Blocken et al. 2020, Kohanski et al. 2020, Morawska et al. 2020, Stein-Zamir et al. 2020).

The Kano model presents a relationship between customer satisfaction and product performance (Löfgren and Witell 2005). There are five quality attributes in the Kano model (Figure 1). The first is the attractive quality attribute. When it does not exist, the customer would feel no problem, but when it exists, the customer satisfaction will rise exponentially higher than a one-dimensional quality attribute has. It is also called an unspoken, surprise, and delight attribute (Löfgren and Witell 2005). The second is the one-dimensional quality attribute. The customer satisfaction level of the quality attribute hikes linearly with the product performance given by the product manufacturer or service provider. The third is the must-be quality attribute. When the product manufacturer or service provider provides quality attributes, customer satisfaction will stay on the essential satisfaction or feel neutral. On the other hand, they would sense disappointment when they do not give this kind of quality attribute. It is taken for granted since the customer hopes to be given them (Löfgren and Witell 2005) automatically.

The fourth is the indifferent quality attribute. The quality attribute's disappearance and appearance would not affect customer satisfaction, so the product manufacturer or service provider should not consider the quality attribute classified into it. It is not the good and bad aspects of a product (Löfgren and Witell 2005). The fifth is the reserve

quality attribute. It works oppositely with the other four quality attributes. The higher the product's fulfillment requires, the lower the customer satisfaction, but the lower the product's completion requires, the higher the customer satisfaction (Löfgren and Witell 2005).

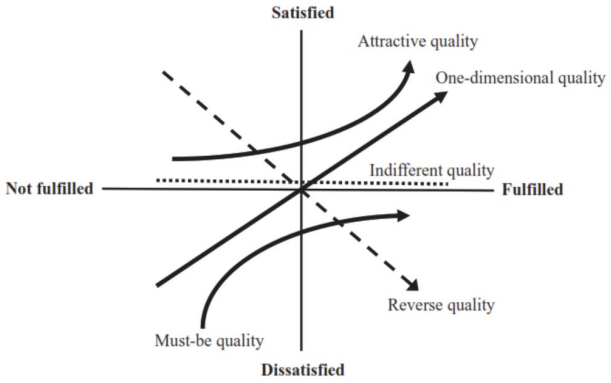

Figure 1. Kano Model (Chen 2012)

Other research is conducted for evaluating smart home appliances using the Kano model. Online information and news are indifferent quality attributes (Luor et al. 2015). It does not explicitly state what kind of offered information and news (whether entertainment like cinema or not). The study does not evaluate the home theatre's existence using smart home appliances.

Some study about cinema has used the Kano model in the normal conditions (non-pandemic era). The Kano model evaluates an e-service of ordering cinema tickets online, resulting in attractive quality attributes for booking tickets online, select seating online, and SMS services online (Jin and Bennur 2015, Nilsson-Witell and Fundin 2005, Witell and Löfgren 2007). However, it would be one-dimensional or must-be quality attributes at this time. A babysitting service provided by the cinema operator is a delighter (an attractive quality attribute), so their parents can enjoy the film more (Khalifa 2004). But it is very rarely provided by the cinema operator in Indonesia. There are two attractive quality attributes identified for a cinema in Thailand. They are a packet for watching four movies within a month (a customer got a free movie ticket) and promotion on ceremonial occasions (such as Halloween, father's day, Christmas eve) (Ratanasawadwat 2016). In conclusion, there is no study evaluating the quality attribute and the customer satisfaction corresponding to the cinema during the COVID-19 outbreak.

3. Methods

This study used the Kano model to evaluate the customer need for coming to a cinema to measure customer satisfaction by offering quality attributes. The targeted respondent comprises Indonesian citizens who had watched and had not watched a film in the cinema. The respondents filed the questionnaire using google form (https://forms.gle/ro22NvBSaZymVZ8P9) between the twenty of September and the eighteen of October 2020. Table 1 shows the quality attribute number one of the questionnaires. The questionnaire was written in Bahasa and distributed randomly to Indonesian citizens through social media platforms like Facebook and Whatsapp. The questionnaire consists of two sections, i.e., functional answer (when the cinema has an attribute) and dysfunctional answer (when the cinema does not have a quality). The Kano questionnaire model comes from Cordero-Ampuero et al. (2012), Xu et al. (2009), and Ullah and Tamaki (2011). There are twelve quality attributes assessed using the Kano questionnaire in this study (Table 2).

Table 1. Quality attribute number one assessed using the Kano Questionnaire

Assessed Attribute	**Functional Answer**		**Dysfunctional Answer**	
The cinema requires the use of a hand sanitizer before entering the cinema	If the cinema has this attribute, how do you feel?		If the cinema does not have this attribute, how do you feel?	
	I like it		I like it	
	It must be that way	√	It must be that way	
	I do not mind either way (I am neutral)		I do not mind either way (I am neutral)	
	I do not like it, but I can tolerate it (live with)		I do not like it, but I can tolerate it (live with)	
	I do not like it and I cannot tolerate it		I do not like it and I cannot tolerate it	√

Table 2. Twelve-quality attributes evaluated using the Kano Questionnaire

No	**Quality attribute**
x_1	The cinema requires the use of a hand sanitizer before entering the cinema
x_2	The cinema requires the use of masks and face shields
x_3	The cinema provides free gloves
x_4	The cinema performs periodic disinfection
x_5	The cinema requires non-cash payments
x_6	The cinema raises movie ticket prices due to the reduction in audience capacity per studio
x_7	The cinema increases the distance between the seats so you cannot be close to other viewers
x_8	The cinema increases the distance between the seats so that you cannot be close to other viewers, and a transparent clear divider insulates each chair
x_9	The cinema uses air conditioning
x_{10}	The cinema provides a service to watch movies in the car (drive-thru)
x_{11}	The cinema screens movies in outdoor locations (with roofs and wall screens)
x_{12}	The cinema only allows the audience to drink during the movie playing

Table 3 evaluates each combination answer of the respondent (functional and dysfunctional answer). For instance, if the answer to the functional form of the question is ‘Like’ and the answer to the question's dysfunctional form is ‘Must-be,’ it will yield an attractive quality attribute (A). Then, Table 6 recapitulates data from all of the respondents.

Table 3. Kano evaluation table (A, attractive; O, one-dimensional; M, must-be; I, indifferent; R, reserve; Q, questionable) (Xu et al. 2009)

		Dysfunctional Form of the Question				
		Like	**Must-be**	**Neutral**	**Live with**	**Dislike**
Functional Form of the Question	Like	Q	A	A	A	O
	Must-be	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live with	R	I	I	I	M
	Dislike	R	R	R	R	Q

This study used two ways to classify a quality attribute into Kano classification. The first way compares the ABS value (the absolute difference between the most voted frequencies) and Q-statistic (Cordero-Ampuero et al., 2012; Matias-Guiu et al., 2012). An attribute classification is statistically significant when the ABS value is larger than the Q-statistic (Equation 1). The first most voted quality attribute frequency is ‘a'; the second most voted quality attribute is ‘b’; ‘n’ is the total number of the responses.

$$Q = 1.65\sqrt{\frac{(a+b)(2n-a-b)}{2n}} \quad (1)$$

This study used the second way when the difference between the percentage of the indifferent quality attribute frequency and the percentage of a quality attribute frequency is quite close (Kurt and Atrek 2012). In other words, it is appropriate when the first way does not work (Equation 1). Equations 2 and 3 determine the quality attribute into Kano classification (Kurt and Atrek 2012). 'M' is the frequency of the must-be quality attribute. 'A' is the frequency of the attractive quality attribute. 'O' is the frequency of the one-dimensional quality attribute. 'I' is the frequency of the indifferent quality attribute. 'Q' is the frequency of the questionable quality attribute. 'R' is the frequency of the reserve quality attribute.

$$If\ (M + A + O) > (I + Q + R), then\ Maximum\ of\ M\ of\ A\ or\ O \quad (2)$$

$$If\ (M + A + O) < (I + Q + R), then\ Max(I, Q, R) \quad (3)$$

4. Data Collection

The respondent profile is available in Table 4. The total of respondents are 251 Indonesian citizens and living in Indonesia. Most of them live in the Special Province of Yogyakarta (32.67%), Central Java (16.73%), and West Java (13.94%). Most of the respondents are 21-25 years old (29.08%), 26-30 years old (24.30%), and 31-35 years old (20.32%), which represents the most likely age ranges of the customers going to the cinema. Thirty-eight-point-sixty-five percent of the respondents sometimes go to the cinema, and 19.52% of them go to the cinema several times a month. Around ten percent of the respondents had not watched a film in the cinema, but they could give preferences when they would go to the cinema someday.

Table 4. The demographic data of the respondent

No	Criteria	Sub-criteria	Respondent number	Percentage (%)
1	The respondent's residence	Special Province of Yogyakarta	82	32.67
		Central Java	42	16.73
		West Java	35	13.94
		Bali	13	5.18
		Jakarta Capital Special Region	11	4.38
		East Java	9	3.59
		West Nusa Tenggara	8	3.19
		West Sumatra	8	3.19
		Riau	7	2.79
		Banten	6	2.39
		South Sumatra	6	2.39
		East Nusa Tenggara	4	1.59
		Lampung	3	1.20
		Jambi	2	0.80
		Riau Islands	2	0.80
		Papua	2	0.80
		South Sulawesi	2	0.80
		North Sumatera	2	0.80
		Bengkulu	1	0.40

Table 4. The Demographic data of the respondent (cont.)

No	Criteria	Sub-criteria	Respondent number	Percentage (%)
		West Kalimantan	1	0.40
		East Kalimantan	1	0.40
		Bangka Belitung Islands	1	0.40
		West Papua	1	0.40
		Central Sulawesi	1	0.40
		Southeast Sulawesi	1	0.40
2	Respondent's Age (years old)	15-20	30	11.95
		21-25	73	29.08
		26-30	61	24.30
		31-35	51	20.32
		36-40	17	6.77
		41-45	11	4.38
		46-50	5	1.99
		51-55	1	0.40
		56-60	2	0.80
3	Frequency of coming to the cinema	several times a month	49	19.52
		once a month	31	12.35
		sometimes	97	38.65
		very rarely	48	19.12
		never	26	10.36

Each of the Kano model's quality attribute classifications was transformed into a value for data analysis quantitatively. Value 5 is for the attractive quality attribute (Lai and Wu 2011). Value 4 is for the one-dimensional quality attribute (Lai and Wu 2011). Value 3 is for the must-be quality attribute (Lai and Wu 2011). Value 2 is for the indifferent quality attribute (Lai and Wu 2011). Value 1 is for the questionable or reserve quality attribute (Lai & Wu, 2011). Equation 4 calculates the number of the respondent needed (Walpole et al. 2012). 'n' is the required sample size, $Z_{\propto/2}$ is Z value, S can predict σ (the population standard deviation) as long as the number of the preliminary sample are more than 30 data, and e is an error that is the differences between $\underline{x}$ and μ (Walpole et al. 2012).

$$\boldsymbol{n = \left(\frac{Z_{\propto/2}\,\sigma}{e}\right)^2} \tag{4}$$

5. Results and Discussion

Table 5 presents the coefficient correlation of the twelve quality attributes. The coefficient correlation among the quality attributes $(x_1 - x_{12})$ are very small, and some of them have negative correlations. But most of the quality attributes have a high enough coefficient correlation $(r > 0.4)$ to the total score (Y) except x_6, x_9 and x_{12} that have a very low correlation with Y (the total score answers of each respondent from x_1 until x_{12}). The Cronbach's alpha of the twelve-quality attributes is 0.5630, but the Cronbach's alpha rises to 0.6206 without the quality attribute number x_6, x_9 and x_{12}. The Kano classification for the twelve-quality attributes is in Table 6. There is only one attractive quality attribute (x_3). Five quality attributes are classified into a must-be quality attribute, i.e., x_1, x_2, x_4, x_7, and x_9 and five quality attributes are indifferent quality attributes (x_5, x_8, x_{10}, x_{11}, and x_{12}). Surprisingly, the quality attribute number x_6 is set as a reserve quality attribute. The α is 0.05 for all of the quality attributes. The e values are between 0.1 and 0.21 (so it is not enough to move to other classifications since the difference among them is 1). The quality attributes are classified using the first way (comparing the ABS value and the Q-Statistic) except the quality attributes x_9 and x_{10} that is using the second way.

Table 5. Factor analysis of the twelve-quality attributes of the cinema during COVID-19 pandemic (new normal)

Quality Attribute Number	Quality Attribute Number												Y
	x_1	x_2	x_3	x_4	x_5	x_6	x_7	x_8	x_9	x_{10}	x_{11}	x_{12}	
x_1	1												
x_2	0.3767	1											
x_3	0.1436	0.2033	1										
x_4	0.2136	0.1545	0.1113	1									
x_5	0.1822	0.1778	0.0748	0.2167	1								
x_6	0.0591	0.0517	-0.0755	0.0086	0.1053	1							
x_7	0.1930	0.2155	0.0759	0.2123	0.2069	0.0303	1						
x_8	0.1685	0.1978	0.1769	0.2203	0.2346	0.0520	0.3806	1					
x_9	-0.0710	-0.1556	0.1176	0.0047	-0.1122	-0.1387	-0.0456	-0.0343	1				
x_{10}	0.1209	0.1407	0.0367	0.0930	0.1345	-0.0524	0.1525	0.1601	0.0596	1			

Table 5. Factor analysis of the twelve-quality attributes of the cinema during COVID-19 pandemic (new normal) (cont.)

Quality Attribute Number	Quality Attribute Number												
	x_1	x_2	x_3	x_4	x_5	x_6	x_7	x_8	x_9	x_{10}	x_{11}	x_{12}	
x_{11}	0.1033	0.1073	0.0772	0.2421	0.1269	0.0489	0.1829	0.1214	-0.1035	0.3542	1		
x_{12}	-0.0724	-0.0207	0.0110	0.0530	0.0657	-0.0805	0.1575	0.0672	0.0875	0.0529	0.1657	1	
Y	**0.3990**	**0.4166**	**0.4235**	**0.4586**	**0.5025**	0.1195	**0.5332**	**0.5515**	0.1427	**0.5391**	**0.5398**	0.2965	1

Table 6. The twelve-quality attributes of the cinema during COVID-19 pandemic using the Kano Model

Attribute No.	A	O	M	I	R	Q	n	$\underline{x}$	S	n' (α=0.05)		ABS	Q-statistic	M + A + O	I + Q + R	Grade
x_1	7	18	132	91	2	1	251	2.74	0.73	*e* =	0.1	**41**	**18.37**	157	94	M
	3%	7%	53%	36%	1%	0%	100%			n'	203.09					
x_2	6	30	140	67	7	1	251	2.84	0.76	*e* =	0.1	**73**	**18.20**	176	75	M
	2%	12%	56%	27%	3%	0%	100%			n'	224.81					
x_3	123	18	16	88	5	1	251	3.65	1.44	*e* =	0.18	**35**	**18.25**	157	94	**A**
	49%	7%	6%	35%	2%	0%	100%			n'	244.18					
x_4	15	36	125	72	2	1	251	2.95	0.85	*e* =	0.11	**53**	**18.05**	176	75	M
	6%	14%	50%	29%	1%	0%	100%			n'	227.86					
x_5	70	9	9	143	19	1	251	2.86	1.42	*e* =	0.18	**73**	**18.27**	88	163	I
	28%	4%	4%	57%	8%	0%	100%			n'	240.64					
x_6	5	0	4	83	156	3	251	1.44	0.72	*e* =	0.1	**73**	**18.46**	9	242	R
	2%	0%	2%	33%	62%	1%	100%			n'	199.63					

Table 6. The twelve-quality attributes of the cinema during COVID-19 pandemic using the Kano Model (cont.)

Attribute No.	A	O	M	I	R	Q	n	$\underline{x}$	S	n' (α=0.05)		ABS	Q-statistic	M + A + O	I + Q + R	Grade
x_7	33	33	77	99	9	0	251	2.93	1.09	*e* =	0.14	**22**	**17.64**	143	108	M
	13%	13%	31%	39%	4%	0%	100%			n'	234.19					
x_8	42	24	46	119	18	2	251	2.80	1.23	*e* =	0.16	**73**	**17.37**	112	139	I
	17%	10%	18%	47%	7%	1%	100%			n'	228.48					
x_9	37	54	68	80	12	0	251	3.10	1.14	*e* =	0.15	12	16.86	***159***	***92***	M
	15%	22%	27%	32%	5%	0%	100%			n'	223.81					
x_{10}	111	2	0	103	29	6	251	3.20	1.65	*e* =	0.21	8	18.28	***113***	***138***	I
	44%	1%	0%	41%	12%	2%	100%			n'	236.47					
x_{11}	66	5	3	138	34	5	251	2.69	1.47	*e* =	0.19	**72**	**18.16**	74	177	I
	26%	2%	1%	55%	14%	2%	100%			n'	229.06					
x_{12}	20	5	22	161	37	6	251	2.20	1.01	*e* =	0.13	**124**	**18.07**	47	204	I
	8%	2%	9%	64%	15%	2%	100%			n'	232.25					

Quality attribute x_1 until x_8, quality attribute x_{11} and quality attribute x_{12} use Equation (1) for qualifying the quality attributes (Table 6). Because the ABS values are greater than Q-statistics so the final quality attributes come from the most voted quality attributes or the quality attributes having the highest frequencies. For example, for quality attribute x_1, the ABS value (41) is greater than the Q-statistic (18.37), so the final quality attribute classification for x_1 is the must-be quality attribute having the highest frequencies, i.e., 132 respondents (53%).

On the other hand, quality attribute x_9 and x_{10} use Equation (2) and (3) for qualifying the quality attributes as the ABS values are smaller than Q-statistics, and the difference between the percentage of the indifferent quality attribute frequency and the percentage of a quality attribute frequency is quite close (Table 6). For example, for quality attribute x_{10}, the ABS value (8) is smaller than Q-statistic (18.28), and the differences between indifferent quality attributes (41%) and the other quality attribute, i.e., attractive quality attribute (44%), are quite close then the final quality attribute classification uses Equation (3). This study chooses Equation (3) because $(M + A + O) < (I + Q + R)$, i.e., 113 < 138. Therefore, the study chooses the most voted quality attribute among $(I + Q + R)$, so the most voted quality attribute among indifferent quality attribute, questionable quality attribute, and reverse quality attribute is indifferent (103 respondents) as the final quality attribute classification for the quality attribute x_{10}.

This study finds one attractive quality attribute. The customer would feel delighted if the cinema operator provides free gloves to them. It can reduce the chance of the customer's hands getting in contact with the cinema's infected surface. It also seems that the customer likes a free of charge service given to them. Therefore, the cinema operator should offer quality attributes to the customer to increase customer satisfaction and make them feel safer to watch a film in the cinema.

The cinema must supply a hand sanitizer that the customer will use before entering the cinema. The customers have been very aware that the quality attribute is taken for granted to them. If the cinema does not give the quality attribute to them, they would feel very dissatisfied. The hand sanitizer availability is better than the availability of a sink since it is faster to disinfect the customers' hands (lowering the queuing time for entering the cinema), lower space needed, and shorter installation time than the sink.

The cinema also has to perform periodic disinfection to assure the safety of the customer. The quality attribute is taken for granted to the customer to avoid customer dissatisfaction. It can reduce the possibility of COVID-19 transmission (Morawska et al. 2020, Vardoulakis et al. 2020). But it does not let the dangerous chemical substances be inhaled by them. It should not overuse chemicals and air fresheners that may quickly supply increased unhealthy substances to the air (Domínguez-amarillo et al. 2020, Nwanaji-Enwerem et al. 2020, Zheng et al. 2020). The cinema operator should disinfect the doors handle, chairs (armrest, seat, back support) in the waiting room and the theatre room, tables in the cafeteria, a menu catalog, and other surfaces with a high likelihood of contacting them.

The customer requires the cinema to increase the distance between the seats because it is a must-be quality attribute. They cannot be close to other viewers. They feel no problem if they cannot sit next to their close friends, colleagues, or family members because they have known about the social distancing rules in the new normal condition. The customer requirement is in line with the way to reduce COVID-19 transmission. A more than 2-meter social distancing is useful to minimize the virus's expansion (Anchordoqui and Chudnovsky 2020, Cheng et al. 2020, Jones et al. 2020, Noorimotlagh et al. 2021, Vardoulakis et al. 2020).

The customer still requires the cinema to use air conditioning in the COVID-19 outbreak. Therefore, because it is a must-be quality attribute, the program for replacing or improving the air-conditioning system's filtration system in the room should be done carefully (D'alessandro et al. 2020, Domínguez-amarillo et al. 2020, Hayashi et al. 2020). Besides that, the public building operator could set a minimum RH standard of 40% (Ahlawat et al. 2020). The cinema operator should not fully close the theatre door to maintain the fresh air coming to the room. Moreover, the cinema operator may redesign the top ventilation of the room to let more fresh air coming into the room and do not recirculate the air from indoor (Ahlawat et al. 2020, Anchordoqui and Chudnovsky 2020, Blocken et al. 2020, Cheshmehzangi 2020, D'alessandro et al. 2020, Domínguez-amarillo et al. 2020, Hayashi et al. 2020, Lelieveld et al. 2020, Morawska et al. 2020, Morawska and Milton 2020, Noorimotlagh et al. 2021, Nwanaji-Enwerem et al. 2020, Sloan Brittain et al. 2020, Vardoulakis et al. 2020, Wang et al. 2020). However, the room still needs excellent sound effects and does not disturb other room theatres when the room theatre is playing a movie.

After the cinema operator cultivates all of the technical requirements for reducing the COVID-19 transmission that mitigates the infection risk from the sources, the last effort is to use personal protective equipment (PPE) for the cinema customer. They should use a mask and a face shield because it is a must-be quality attribute. Wearing a mask could reduce the likelihood of getting the COVID-19 (Ahlawat et al. 2020, Kaufman et al. 2020, Khosronejad et al. 2020, Mittal et al. 2020, Vardoulakis et al. 2020). On the other hand, not wearing a mask could increase the chance of suffering COVID-19 (Atrubin et al. 2020). The face shields also can be used to reduce the opportunity to be exposed to COVID-19 (Kohanski et al. 2020). But the mask is more effective than the face shield to protect them, mainly when they use a medical mask or an N95 mask.

The significant finding of this study is that the cinema operator should not raise movie ticket prices. However, the reduction in audience capacity per studio is from social distancing regulation. Increasing the movie ticket price is a reserve quality attribute, so the higher the movie ticket price, the lower the customer satisfaction. They still ask them not to raise the price. Suppose the cinema operator raises the ticket price. In that case, they could move to other options for enjoying a movie since they are offered a similar service at a home-like from a TV cable and a movie service provider in their smartphone or smart TV. The cinema operator tends to decrease ticket prices to attract the customer to the cinema.

The partition installment of each theatre chair would not affect customer satisfaction and customer dissatisfaction. It is an indifferent quality attribute. If the cinema increases the distance between the seats not to be close to other viewers and each seat is insulated with a transparent clear divider, it would not increase or decrease customer satisfaction. They would feel neutral to it. Therefore, the cinema operator should not provide it to them. However, an installed partition in a room can reduce or block the airflow (Hasan et al. 2017), minimizing the possibility of the COVID-19 airborne transmission. Some businesses have adopted the partition installment, such as customer service desks of an office, passenger seats of a bus, and a worship place's visitor chairs.

The rule that the cinema only allows the audiences to drink during the movie is not essential to the cinema operator. It would not influence customer satisfaction and customer dissatisfaction as an indifferent quality attribute. It is for reducing the chance that the customer opens their mouth during eating and drinking. The building operator should reduce on-site eating or drinking to minimize the possibility of extending the mouth while using a mask (Fisher et al. 2020). Some office cases cluster due to when employees eat together and open their masks.

The arrangement requiring the cinema operator only to accept non-cash payments is also not a principle for the customer. It is an indifferent quality attribute. It doesn't matter whether they pay using physical money, e-money, a mobile banking application, or other money application in a smartphone. The non-cash payments are hopeful for reducing the COVID-19 transmitted by the surface of the physical money.

The two last indifferent quality attributes offer the new outdoor enjoying movie of the cinema. They are relatively new for cinema customers in Indonesia. They feel neutral if the cinema provides service to watch movies in the car (drive-thru) and cinema screens movies in outdoor locations (with roofs and wall screens). It shows that they still want to watch a film indoors equipped with an air-conditioning system that is quite risky in the COVID-19 pandemic. Some of the cinemas do innovation by providing drive-thrus in watching cinema. They watch the movie in the car equipped with the cinema's sound system attached to the car passenger cabin, so each of the customer cars is connected by a separate sound system, and they watch the movie from a huge screen in front of all the visitors' cars. On the other hand, other cinema operators also arrange outdoor watching films on several small trends, so they enjoy the film. Even though the two-quality attributes offer new experiences and safer ways to be pleased with a movie, they still prefer to watch movies indoors as usual.

6. Conclusion

The cinema operator should consider the quality attributes that affect customer satisfaction and customer dissatisfaction. The most quality attribute getting the most attention of the cinema operator is that they should provide free gloves to the customer. It is an attractive quality attribute so that it would level customer satisfaction up.
Then, the cinema operator should pay attention to the quality attribute charged as a must-be quality attribute. The customer should have them as a taken for the granted quality attribute from the cinema operator. They would not ask the cinema operator to provide it, but the operator automatically gives it. The operator must require hand sanitizer,

masks and face shields, periodic disinfection, the distance between the seats, and an air conditioning system equipped with an excellent air ventilation system and regular maintenance.

On the other hand, the cinema operator may neglect the five indifferent quality attributes. It would not affect the level of customer satisfaction. Nevertheless, it would be an attractive quality attribute or other classification someday. The quality attributes are compulsory, such as the non-cash payments, the transparent clear divider, a drive-thru watching movie service, a tent overlooking film service, and the drinking-only rule.

Finally, this study gives an alternative to the operator cinema can choose. It would let the cinema industry in Indonesia run the business more safely and more rapidly in the COVID-19 pandemic. Therefore, the cinema business could continue gradually with a better health-assurance level to the customer, and the customer would feel safer and convenient to visit it.

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