IMPORTANCE OF THE PERFORMANCE ANALYSIS (IPA) AND CUSTOMER SATISFACTION FOR DETERMINING THE SERVICE STRATEGIES THROUGH THE SERVQUAL MODEL APPROACH

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Abstract

The culinary industry in Bandung is very numerous and varied. So it is necessary to match the level of importance of service products according to costumers and the level of performance that a restaurant has given. This study is to determine the level of customer satisfaction on the quality of restaurant services and to provide suggestions on which service products that become and to determine service strategies. The method used is the method of Importance Performance Analysis (IPA) and the Customer Satisfaction Index (CSI). The results of processing data with the IPA method obtained 6 service products that need attention. The results of data processing from the CSI method show the level of customer satisfaction of 0.682%. Although it meets or is within the criteria of satisfaction, it needs a service strategy by making improvements to product services by providing a clear standard of service time to implement a culture of discipline, maximizing employee training to improve the ability of employees to handle customers, and conducting promotions in the form of price discounts at certain times, and maintaining good relations with suppliers.

Keywords: *importance performance analysis, CSI, SERVQUAL, customer satisfaction, service strategy.*

Abstrak

Industri Kuliner di Bandung sangat banyak dan bervariasi.Sehingga perlu kesesuaian antara tingkat kepentingan produk layanan menurut konsumen dan tingkat kinerja yang telah diberikan restoran. Penelitian ini adalah untukmengetahui tingkat kepuasan konsumen terhadap kualitas pelayanan restoran dan dapat memberikan usulan terhadap produk layanan yang menjadi prioritas perbaikan dan menentukan strategi pelayanan. Metode yang digunakan adalah metode Importance Performance Analysis (IPA) dan Customer Satisfaction Index (CSI). Hasil pengolahan data dengan metode IPA didapatkan 6 produk layanan yang perlu diperhatikan. Hasil pengolahan data dari metode CSI menjunjukkan tingkat kepuasan konsumen sebesar 0,682%. Meskipuin masuk kedalam kriteria puas, namun perlu strategi pelayanan denganmelakukan perbaikan danstrategi pelayanan serta memberikan standar waktu pelayanan dengan jelas untuk menerapkan budaya disiplin, memaksimalkan training karyawan untuk meningkatkan kemampuan karyawan dalam menangani pelanggan, melakukan promosi berupa potongan harga pada waktu tertentu, dan menjaga hubungan baik dengan pemasok.

Kata Kunci: *importance performance analysis, CSI, SERVQUAL, kepuasan pelanggan, strategi pelayanan.*

1. Research Background

The number of culinary destinations in Bandung City is increasing causing a lot of culinary business owners must face competion and challenge, such that they need to perform periodic improvement in order to survive and win the competion. Inside the culinary business, they need to watch every changing and must think strategically and innovatively to enable them to compete agaigts their competitors. This study used Parasuraman's Service Quality (SERVQUAL) model, since by using this model, the gap between customers' expectations and the quality of given services is known, through 5 (five) service quality dimensions, namely, tangible, reliability, responsiveness, assurance, and emphaty. Metodh of Importance Performance Analysis (IPA) is selected for used in this study because it can identify priority towards factors that influnce customer satisfaction, while metodh of Customer Satisfaction Index(CSI) is also selected for used in this study since it can determine the level of customer satisfaction. With this study a cullinary business owner can determine the level of quality of existing attributes. So that the business owner can maintain and improve existing attributes to attract customers and increase customer loyalty and increase sales of products.

1.1. Model and Service Quality Dimensions

The model of service quality that is very popular and is up to now widely used as a reference in marketing research is the SERVQUAL (Sevice Quality) model developed by Parasuraman, Zeithaml, and Berry (Lupiyoadi 2006).

Service Quality is the difference between the customer expectations and actual services received by the customer. Service Quality can be known by comparing customers' perceptions of the services they actually receive with the services they actually expect. Service quality is the main thing that is taken seriously by a company, which involves all the resources that the company has. So, in conclusion, service quality is the assessment given by the customer from comparing the company's performance to the customer's own expectations.

The 5 dimensions of service quality produced by Parasuraman in the Rina Indrayani (2017) are:

1.1.1. Tangible

Tangible, or defined as direct evidence, is the ability of a company to show its existence to external parties. The appearance and capabilities of the company's physical facilities and infrastructure and the condition of the surrounding environment are clear evidences of services provided by service providers. This includes physical facilities (buildings, warehouses, etc.), technology (equipment and equipment used), and the appearance of employees. Concisely, tangible can be interpreted as the appearance of physical facilities, equipment, personnel, and mean of communications.

1.1.2. Reliability

Reliability is the ability of a company to provide services as promised accurately and reliably. The given services must be in accordance with customer expectations of timely performance, without errors, with sympathy and with high accuracy. In brief, reliability can be interpreted as the ability to provide promised services accurately, on time and trustable.

1.1.3. Responsiveness

Responsivenes is a willingness to help and provide services that are quick (responsive) and appropriate to customers, with clear delivery of information. Allowing consumers to wait for no apparent reason causes a negative perception of service quality. In short, responsiveness can be interpreted as a willingness to help customers by providing good and fast service.

1.1.4. Assurance

Assurance includes knowledge, politeness, and the ability of company employees to foster customer trust to the company. The assurance consists of four subdimensions, namely: competence is the expertise and skills that service providers must have in providing services to customers, credibility is honesty (or sincerity) and responsibility (or commitment) of the service provider so that customers can trust the service provider, courtesy is the ethics of politeness, respect, and friendliness of the service provider to its customers when providing services, security is feeling safe, feeling free from fear and free from doubts about the services provided by the service provider to its customers.

1.1.5. Empathy

Empathy is to give genuine, individual or personal attention to customers by trying to understand the customers' desires. A company is expected to have an understanding and knowledge of customers and customers' specific needs, and have a comfortable operating time for customers. The empathy consists of three sub dimensions, namely: access is the level of ease to contact and meet the service provider by its customers, communication is the ability of the service provider to always inform something in a language or selection of words that are easily understood by the customer and the service provider is always willing to listen to what is conveyed by the customer, understanding Customer is determined by the level of effort of the service provider to know and get to know customers and their needs.

1.2. Customer Satisfaction

Customer satisfaction is customer's feeling of pleasure or disappointment that arises because customer compares the perceived performance of the product (or result) to their expectations (Kotler and Keller (2006) and Rina Indrayani (2011)).

Achievement of satisfaction can be a simple or complex and complicated process. In this case the role of each individual and service accounter is very important and has an effect on customer satisfaction better, so the causes of satisfaction needs to be well understood.

2. Research Method

2.1. Importance Performance Analysis

Importance Performance Analysis (IPA) is a tool to analyze or used to compare the extent to which the performance / service that can be felt by service users compared to the desired level of satisfaction. To measure the level of importance and the level of satisfaction / performance of the respondent's answer, a 5 level scale (Likert Scale) is used.

2.2. Customer Satisfaction Index

Customer Satisfaction Index is an index to determine the level of customer satisfaction as a whole with an approach that considers the interests of the attributes of a product or service being measured. To find out the size of this CSI the steps taken are as follows:

2.2.1. Determine Mean Importance Score (MIS)

Determine Mean Importance Score (MIS) or average of importance score and Mean Satisfaction Score (MSS) or average or performance score based on customer assessment.

$$\mathbf{MIS_i} = \frac{(\sum \mathbf{Y_i})}{\mathbf{n}}$$

$$\mathbf{MSS_i} = \frac{(\sum \mathbf{X_i})}{\mathbf{n}}$$

Where:
N: number of customer
Yi: the ith score of indicator importance level
Xi: the ith score of indicator performance

2.2.2. Establish Weight Factor (WF)

This weight factor (WF) is to represent the value of MIS of each attribute against the total MIS of all attributes.

$$WF_i = \frac{M履S_i}{\sum MIS}$$

2.2.3. Establish Weight Score

This weight is the multiplication of WF with the average level of satisfaction or Mean Satisfaction Score (MSS).

$$WS_i = WF_i x MSS_i$$

2.2.4. Determine Customer Satisfaction Index (CSI)

After knowing the value of CSI, then the level of customer satisfaction can be identified based on the CSI value criteria table.

$$CSI_i = \frac{\sum WS_i}{HS} x 100\%$$

Where:
HS: Highest Scale, the maximum scale used

3. Result and Discussion

Data processing is performed by using the analysis of Importance Performance Analysis and the Customer Satisfaction Index. The results of data processing with Importance Performance Analysis are as follows:
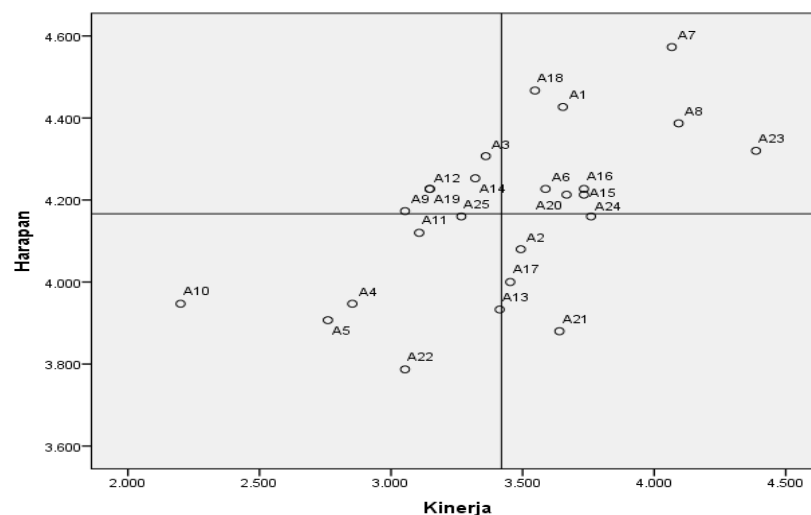

Figure 1. Cartesian Diagram

The result using processing data with the Customer Satisfaction Index obtained value of 0.682 with criteria of satisfaction.

The SWOT from Culinary A Industry is as follows:

Strength	Weakness
(S1) Prices are relatively affordable compared to other steak restaurants (S2) Has 3 different sauce choices (S3) Have indoor and outdoor dining places	(W1) Less competent chef (W2) Do not provide non-cash payments
Opportunity	Threat
(O1) The growth of the culinary industry based on the creative industry (O2) The progress of the culinary industry that prioritize not only the taste but also the quality of service (O3) The growth of the payment system in Indonesia which leads to non-cash payments	(T1) Competition is intense because of many restaurants (T2) High customer bargaining power (T3) Increase of beef price, fuel price, frequency electric power black out, and scarce of LPG supply (T4) A lot of fast food restaurants

Figure 2. SWOT

Importance Performance Analysis
Cullinary A
Quadrant I (First Priority)
  A3: room cleanliness
  A9: time to prepare an order
  A12: responding order / request quickly
  A14: willingness to accept complaints
  A19: comfort in the restaurant

Quandrant II (Maintain Performance / Achievement)
  A1: clean cutlery
  A6: employees giving correct information
  A7: employees serve menu in accordance with order
  A8: employees give payment receipts correctly
  A15: employees are willing to handle complaints
  A16: the taste of menu served is the same (dine in)
  A18: employees are polite
  A20: prices are set according to service
  A23: provide services regardless of social status
  A24: employees care about (customers') needs

Quadrant III (Low Priority)
  A4: interesting (restaurants) design
  A5: lighting condition
  A10: provide non-cash payments service well

A11: quickly assign seat to customers when they come
A13: to serve take-away order quickly
A22: Employees offer favorite menus
A25: Employees understand customers needs

Quadrant IV (Performance exceeds expectations)
  A2: neat looking employees
  A17: the taste of take-away orders is the same as the taste of dine-in orders
  A21: has operating hours in accordance as desired

Based on the cartesius mapping diagram that has been made, some service products that are of concern for improvements are service products that are contained in Quadrant I by considering service products contained in Quadrant IV. The improvements that can be made are as follows:

A3 (room cleanliness) and A19 (comfort in the restaurant) are in the Quadrant I. Improvement for these service products can be accomplished improving restaurant's appearance using unique and creative designs, by re-painting or renovation if necessary, such that room will look clean and convinience or comfortable.

The A9 (time to prepare an order) and A12 (responding order / request quickly) in Quadrant I are related with A2 (neat looking emplyees) in Quadrant IV (Performance exceeds expectation). Discipline presented by employees in term of well dressed or appearance has been very good, exceeding customers expectation. However, the culture of discipline has not been implement for serving speed, such that there are customers complaining about this (serving speed). Improment that can be done for this service product is to set standard for serving time clearly to enforce discipline culture, hiring more employees can be done if necessary.

A14 (willingness to accept complaints) is in Quadrant I. Sometimes, some customers want to express complaints, but not all employees are willing to accept (those complaints). Though good complaint handling will provide an opportunity to change an unsatisfied customer into a satisfied customer. In fact, a complaint cannot be handle before it is received. Something that can be done to correct this service product is by giving employees an objectives training.

A21 (has operating hours in accordance as desired) is in Quadrant IV. Actually, there times that have not be effective in non prime time working day, that can be utilized to give training that can improved employees softskill.

3.1. Customer Satisfaction Index (CSI)

Based on the calculation of the value of the Customer Satisfaction Index (CSI) on data processing that has been done, the performance value of the service that has been done by Culinary A is 0.682 which is within in the criteria of satisfaction. This means that most customers are satisfied with the services provided by culinary A, and need to be improved to be able to increase the level of customer satisfaction.

3.2. SWOT Analysis (SWOT Analysis)

Based on the discussion above, a strategy was developed based on SWOT analysis, as presented in the following table.

Strategi S-O	Strategi W-O
(S_3O_1) To design restaurant appearance with unique and creative design	(W_2O_3) To provide no-cash payments service
Strategi S-T	Strategi W-T
(S_1T_1) To give good service to maintain customers	(W_1T_4) To hire more chef

Figure 2: Strategy Based on SWOT

4. Conclusion

Based on the results of data processing that has been done, it turns out there are still interests or expectations of customers for service products that have not been fulfilled by the owner. This can be seen from the CSI value of 0.682 which is within the criteria of satisfaction. This shows that owners need to improve service products to increase customer satisfaction.

Improvement of service products should be focused on service products contained in Quadrant I by analyzing service products contained in Quadrant IV. Service products of concern to owners are: A3 (room cleanliness) in quadrant I; A9 (time to make an order) quadrant I; A19 (comfort in restaurants) in quadrant I; A12 (responding to requests quickly) in quadrant I; A2 (neat-looking employee) in quadrant IV; and A21 (having operating hours as desired) in quadrant IV.

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