



Impact Of Measurement Of Service Quality Using The Servqual Method (Case Study In Pt. Karya Mandiri Sepakat Surabaya)

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Abstract. *The research for this thesis takes the title: "Measurement of Service Quality at PT. Karya Mandiri Sepakat Surabaya Using the SERVQUAL Method". The aim of conducting this research is to determine the quality of service provided at PT. Karya Mandiri agrees to all customers in terms of 5 service dimensions and to determine the efforts made to improve the quality of PT service. Karya Mandiri Agreed to retain customers. The analytical tool used in this research is the SERVQUAL method. From the research results, it is known that the gaps for the Physical Facilities dimension have the smallest gap value, namely - 0.80 in the third item, namely for the question employees must look attractive and neat, for the Reliability Dimension the smallest gap value is in the fifth item. amounting to - 1.78, namely for questions, a quality office will require the data to be free from errors, for the responsiveness dimension, the smallest gap value is in the thirteenth item, amounting to - 2.52, namely for questions, employees will provide service quickly to customers, for the dimension confidence has the smallest gap value in the sixth item of - 0.56, namely for the question Employees are consistently respectful, patient and friendly towards their customers, for the empathy dimension the smallest gap value is in the twenty second item of - 0.72 namely for questions, employees understand the special needs of each customer who comes.*

Keywords: *SERVQUAL, Service Quality, Physical Evidence, Reliability, Responsiveness, Confidence, Empathy.*

1. INTRODUCTION

a. Background of the problem.

Business development today is characterized by a lot of competition and various kinds of differentiation that can be found easily. This requires business people to further increase their competitiveness. In increasing competition, each company must be able to win the competition by presenting the best products and services and being able to meet consumer tastes which are always developing and changing (Kolter 2000:34).

In the service industry, it is very important for companies to manage services well to meet customer satisfaction and this also applies to companies operating in other fields. Quality must start from consumer needs and end in consumer perception (Kolter 2000; 61). From this it can be seen that a good image and track record is not only built by the service owner but also from how consumers view the services we provide or the products we provide, and this consumer opinion is very important for the continuity of our business.

Consumer perception of service quality is a comprehensive assessment of the superiority of a service. Consumer satisfaction is the level of a person's feelings after comparing the performance he feels with his expectations (Kolter 2000:50). If consumer satisfaction is far

below consumer expectations, it is certain that our consumers will feel disappointed and reluctant to try and even be loyal to our product. The measure of the quality of service received is the level of comparison of what consumers expect with what they receive, and the measure of satisfaction is the consumer's evaluation of the service received.

2. LITERATURE REVIEW

1. Theoretical basis

a. Product Definition

A product is anything that can be offered to a market to satisfy a want or need. Products marketed include physical goods, services, experiences, events, people, places, property, organizations and ideas (Kotler, 2000: 448).

b. Service Concept

The definition of services according to Kotler (2000: 464) is as follows:

“A service is any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to physical product”.

(Services are an appearance performance, intangible and quickly lost, felt more quickly than owned, and customers participate more actively in the process of consuming these services. In organizational management strategies, the definition of services must also be carefully observed, because the meaning is very different from products in the form of goods).

According to Kotler (2000), a company's offering to its target market usually includes several types of services. This service component can be a small part or the main/main part of the entire offer. In reality, an offer can vary from two extreme poles, namely pure goods on the one hand and pure services on the other. Based on these criteria, a company's offers can be divided into five categories, namely:

1. Pure Physical Products
2. Physical Products with Supporting Services
3. Hybrid Products
4. Main Services Supported by Minor Goods and Services
5. Pure Services

c. Understanding Service Quality

Goetsch and Davis in Tjiptono (1997) say that quality is a dynamic condition related to products, people, processes and environments that meet expectations. Juran (1997) states that

quality is a manifestation or description of results that meet the needs of consumers in providing satisfaction. Furthermore, according to Juran (1997), he said that two things are related to the quality of a product, namely, the product must have features and be free from deficiencies.

Meanwhile, the definition of service quality according to Valarie A. Zeithaml et. Al (1990, 19) is:

"Service quality as perceived by customers, can be determined as the extent of discrepancy between customer's expectations or desires and the perception"

Gasper defines service quality as activities in the relationship between suppliers and consumers to meet consumer needs. (Gasper: 1997). Parasuraman in Tjiptono (1997) stated that service quality is a measure of a comprehensive assessment of the level of a good service. while Gronroos et al. in Tjiptono (1997) defines service quality as the result of perceptions from a comparison between consumer expectations and actual service performance.

Furthermore, according to Gronroos in Tjiptono (1997), the total quality of a service is divided into three main components, namely:

1. Technical quality
 - a) Search quality
 - b) Experience quality
 - c) Credence quality
2. Functional quality,
3. Corporate image

Based on the concepts and definitions above, Valarie A. Zeithaml developed a tool for measuring service quality called serqual which consists of two parts, namely:

1. Hope section
2. Perceptual part

2. Customer Perceptions and Expectations

a. Customer Perception

According to Kotler in Tjiptono (2008) quality must start from customer needs and end with customer satisfaction and positive perceptions of service quality. This means that a good quality image is not based on the point of view or perception of the service provider, but based on the point of view or perception of the customer. It is the customer who consumes and enjoys the company's services, so it is the customer who should determine the quality of the service. Customer perception of service quality is a comprehensive assessment of the superiority of a service. However, it should be noted that service performance is often inconsistent, so

customers use intrinsic and extrinsic service cues as references/guidelines in evaluating service quality.

b. Customer Expectations

Thus, it can be said that customer expectations are an estimated usefulness value in a service or product before use.

Several factors that determine the level of customer expectations, as stated by Tjiptono (1998:75) are as follows:

1. Enduring Intensifier
2. Personal Needs
3. Transitory Service Intensifier
4. Perceived Service Alternative
5. Self-Perceived Service Role
6. Situational Factors
7. Explicit Service Promises
8. Implicit Service Promises
9. Word-of-Mouth
10. Past Experience

Customer expectations can not be met for several reasons, including customers miscommunicating the services they want, customers misinterpreting company signals, miscommunication of recommendations from the mouth and poor performance of service company employees.

3. Dimensions of Service Quality (SERQUAL)

In one of the studies on SERQUAL by Parasuraman, Zeithaml, and Berry (1985) who examined a number of service industries (such as banking, credit card services, repairs and maintenance, as well as long-distance telephone services) and succeeded in identifying ten main dimensions of service quality: Reliability, responsiveness, competence, access, courtesy, communication, credibility, security, ability to understand customers, and physical evidence (tangibles). In subsequent research in 1988 they found overlap between several of the dimensions above. Therefore, they simplified the ten dimensions into five main dimensions. The five main dimensions arranged in order of relative importance are as follows (Parasuraman, et al. 1988) in Tjiptono (2008):

1. Reliability
2. Responsiveness
3. Guarantees and certainty (assurance)
4. Empathy (empathy)
5. Tangibles

The SERVQUAL model includes calculating the difference between the values given by customers for each pair of statements related to expectations and perceptions. The score in SERVQUAL for each pair of statements, for each customer can be calculated based on the following formula (Zeithaml, et al., 1990):

$$\text{SERVQUAL Score} = \text{Perception Score} - \text{Expectation Score}$$

Table of Dimensions and Attributes of the SERVQUAL Model

No	Dimension	Attribute
1	Reliability	<ol style="list-style-type: none"> 1. Provide services as promised. 2. Reliable in handling customer service problems. 3. Deliver services correctly the first time. 4. Deliver services according to the promised time. 5. Save records/documents without errors.
2	Responsiveness	<ol style="list-style-type: none"> 6. Inform customers about the certainty of time delivery of services. 7. Immediate/fast service for customers. 8. Willingness to help customers 9. Readiness to help customers
3	Guarantee	<ol style="list-style-type: none"> 10. Employees who foster customer trust 11. Make customers feel safe when doing it transaction. 12. Employees who are consistently polite 13. Employees who are able to answer customer questions
4	Empathy	<ol style="list-style-type: none"> 14. Provide individual attention to customers. 15. Employees who treat customers fully attention. 16. Really prioritize customer interests.

- 17. Employees who understand customer needs.
- 18. Convenient operating hours (office hours).
- 5. Physical Evidence
 - 19. Modern equipment.
 - 20. Visually attractive facilities.
 - 21. Employees who appear neat and professional.
 - 22. Materials related to attractive services visual.

Source: Adapted from Parasuraman, et al. (1994)

4. Superior Service (Service Excellence)

Furthermore, Gronroos (1994), stated the definition of superior service (service excellence), namely an attitude or way of employees in serving consumers satisfactorily. Broadly speaking, the targets and benefits of service excellence consist of four main elements, namely: speed, accuracy, friendliness and security. These four main elements constitute an integrated service unit, meaning that the service will not be of excellence if one of these elements is ignored.

5. Service Quality Gap Analysis

There are several reasons why this occurs, the factors that cause differences/disparities/gaps are generally discussed as follows (Parasuraman 1990):

- 1) The gap between consumer expectations and management perceptions
- 2) The gap between management's perception of consumer expectations and service quality specifications
- 3) The gap between service quality specifications and service delivery

Companies that have competence in the fields of marketing, manufacturing and innovation can make it as a source to achieve competitive advantage (Daengs GS, et al. 2020:1419). The research design is a plan to determine the resources and data that will be used to be processed in order to answer the research question. (Asep Iwa Soemantri, 2020:5). Standard of the company demands regarding the results or output produced are intended to develop the company. (Istanti, Enny, 2021:560). Time management skills can facilitate the implementation of the work and plans outlined. (Rina Dewi, et al. 2020:14).

3. RESEARCH METHODS

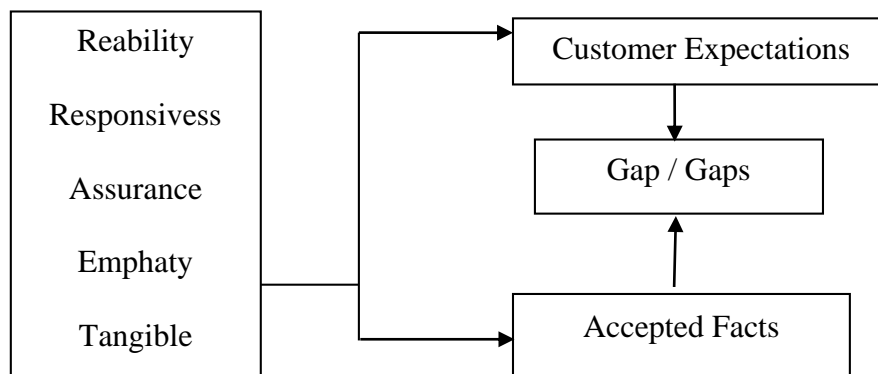
a. Types of research

In accordance with the objectives to be achieved in this research, the type of research used is descriptive qualitative. This type of qualitative descriptive research not only describes the reality being studied, but also provides a basis for drawing conclusions using data in the form of numbers. Therefore, in this research the concepts chosen are not to be studied, but are used as tools to interpret the essence of a phenomenon or reality being studied (Moleong, 2000: 74).

b. Framework of Thought

Based on the description of the background as previously described, the framework of thinking in this research can be described as follows:

Dimensions of Service Quality



Picture 1

c. Operational Definition of Variables

The variables (dimensions) used in this research are as follows:

- a. Direct Evidence (Tangible)
- b. Reliability
- c. Responsiveness Variable (Responsiveness)
- d. Confidence (Assurance)
- e. Empathy Variable

1. Types and Techniques of Data Collection

a. Data Type

This qualitative research uses a Likert scale type of data where data is obtained by categorizing or clarifying based on data groups, data according to how it was obtained is as follows:

1. Primary Data
2. Secondary Data

b. Population and Sample

Population according to Sugiono (1999: 74) is a generalized area consisting of objects/subjects that have certain qualities and characteristics which are applied by researchers to study and then draw conclusions. The population used in this research is customers of PT.Karya Mandiri Sepakat Surabaya who receive direct service when purchasing metal garage doors which are products sold by PT.Karya Mandiri Sepakat Surabaya. The population used is the number of customers during the last 3 months, namely 105 people.

The sample is the smallest part of a population that will be used as a means of measuring variables (Umar, 1998: 49). The samples studied came from predetermined targets and population characteristics. Nonprobability sampling is used as a sampling technique in this research considering that the characteristics of the population as the basis for the sample have been determined previously, so the researcher will use a total of 50 people who were buyers up to the last 1 month.

2. Analysis Method

a. Validity test

An instrument is said to be valid if it is able to measure what is desired, and can reveal data from the variables studied accurately. The high or low validity of the instrument shows the extent to which the data collected does not deviate from the intended picture.

Statistically in this research, validity testing was carried out using internal validity techniques where internal validity can be achieved if there is conformity between the parts of the instrument and the instrument as a whole. The implementation of this test is to use item analysis, where to test the validity of each item, the scores on the item in question are correlated with the total score of the variable in question. The correlation coefficient equation will be described as follows:

$$r = \frac{N(\sum XY) - (\sum X \sum Y)}{\sqrt{[N\sum X^2 - (\sum X)^2][N\sum Y^2 - (\sum Y)^2]}}$$

Where: r = Correlation Coefficient

X = score in column X

Y = score in column Y

N = number of samples

To get the numbers for the validity test, researchers used tools in the form of the SPSS V.11.5 statistical program package

b. Reliability Test

Reliability refers to an understanding that an instrument is trustworthy enough to be used as a data collection tool because the instrument is good. A good instrument will not be tendentious in directing respondents to choose certain answers. Instruments that are reliable will produce reliable data too. If the data really matches reality, then no matter how many times it is taken, it will still be the same. Reliability refers to the level of reliability of something. Reliable means trustworthy and dependable. In this study, researchers will use reliability testing techniques using the alpha technique. The alpha technique is used to find the reliability of instruments that have a score range between 1 to 5 or more (Suharsimi, 1998: 192). The alpha formula or equation is as follows:

$$r = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum \sigma^2_b}{\sigma^2_t} \right]$$

Where : r = instrument reliability
 k = many questions
 $\sum \sigma^2_b$ = amount of item variance
 σ^2_t = total variance

To get the numbers for the reliability test, researchers used tools in the form of the SPSS V.10.01 statistical program package.

c. Service Quality Mapping

At the service quality mapping stage, calculations are carried out using the following stages:

- a. Calculate the mean level of importance
- b. Calculate the mean level of satisfaction
- c. Calculating the gap, which is the difference between the level of interest and the level of satisfaction

d. Gap Analysis

Researchers use the Servqual Score approach where this measurement technique will show the level of gap between the actual service score and the score of the level of expectations stated by the respondent, where the level of gap is calculated using the following formula:

$$\text{Servqual Score} = \text{Perception Score} - \text{Expectation Score}$$

Furthermore, after knowing the level of gaps or gaps in the service indicators concerned, efforts are needed to determine a priority scale to improve service quality by using a Cartesian diagram where the X axis or horizontal axis will be filled with service performance scores and the Y axis or vertical axis will be filled with level scores. interest. The calculations for each factor are as follows:

$$\bar{X} = \frac{\sum Xi}{n} \quad \text{and} \quad \bar{Y} = \frac{\sum Yi}{n}$$

Where ; \bar{X} = Average score of service performance level

\bar{Y} = Average score of importance level

n = Number of respondents

A Cartesian diagram is a building divided into four parts bounded by two lines that intersect perpendicularly at the points grand mean X and grand mean Y, where grand mean X is the average of the average level of service performance and grand mean Y is the average score of the importance level of all factors symbolized by K, totaling 22 factors. To determine the points to be used, it is calculated using the following formula:

$$grandmeanX = \frac{\sum_{i=1}^N \bar{X}_i}{K} \quad \text{dan} \quad grandmeanY = \frac{\sum_{i=1}^N \bar{Y}_i}{K}$$

4. RESULTS AND DISCUSSION

a. Test the Validity and Reliability of Customer Expectations

1) Validity test

The data obtained from distributing the questionnaire is first tested for validity so that the level of validity of the items proposed in the questionnaire can be determined. Testing the validity of each item was carried out with the help of a computer, the Statistics Program for Social Science (SPSS) version 11.5 for Windows. This test uses item analysis, namely correlating the score of each item with the total score, namely the sum of each item score contained in the variable group, using product moment correlation.

Table Recapitulation of Physical Facility Dimension Validity Test Results

Dimensions	Item Question	Koef. Validitas	Sign.	Ket.
Physical Facilities	Has modern looking equipment	0.78	0.00	Valid
	Has physical facilities such as rooms, as well as good and attractive furniture	0.77	0.00	Valid
	Employees must look attractive and neat	0.66	0.00	Valid
	Equipment related to customer service, such as pamphlets or brochures, must look good	0.86	0.00	Valid

Source: Primary data processed

Based on the table above, it can be seen that all question items asked to respondents have a high correlation (>0.50) with the level of importance of the physical facilities dimension. Thus, it can be said that all measurement indicators used to measure items in the physical facilities dimension in this research have high validity and can be used as data collection tools.

Table Reliability Dimension Validity Test Results Recapitulation

Dimensions	Item Question	Koef. Validitas	Sign.	Ket.
Reliability	If a company promises to do something within a certain time period, then it actually does it	0.67	0.00	Valid
	If customers have problems, employees will help resolve the problem.	0.62	0.00	Valid
	Reliable and trusted by customers	0.73	0.00	Valid
	Provide service according to the promised time.	0.70	0.00	Valid
	A quality office will require its data to be free from errors	0.70	0.00	Valid

Source: Primary data processed

From the results of calculating the product moment correlation technique using the SPSS release 11.5 for Windows program as shown in the table above, the results showed that all question items asked to respondents had a high correlation (>0.50) with the level of importance in the reliability dimension. Where with these results it can be said that all measurement indicators used in this research have high validity.

Table Recapitulation of Responsiveness Dimension Validity Test Results

Dimensions	Item Question	Koef. Validitas	Sign.	Ket.
Responsiveness	The employees are always willing to help customers who come	0.72	0.00	Valid
	Its employees will always have time to respond to customer needs	0.51	0.00	Valid
	The employee will tell the customer exactly when the service will be provided	0.68	0.00	Valid
	Employees will provide fast service to customers	0.76	0.00	Valid

Source: Primary data processed

From the results of calculating the product moment correlation technique using the SPSS release 11.5 for Windows program as shown in the table above, the results showed that all question items asked to respondents had a high correlation (>0.50) with the level of importance of the responsiveness dimension. Thus, it can be said that all measurement indicators used in this research have high validity.

Table Recapitulation of Belief Dimension Validity Test Results

Dimensions	Item Question	Koef. Validitas	Sign.	Ket.
Confidence	The employees can be trusted by customers	0.73	0.00	Valid
	Customers will feel safe when doing work	0.70	0.00	Valid
	The employees are consistently respectful, patient and friendly with customers	0.66	0.00	Valid
	The employees have sufficient knowledge to answer questions from customers	0.56	0.00	Valid

Source: Primary data processed

From the data that was collected, validity testing was carried out for each question item asked. This is intended to see whether the item in question can be used as a good measuring tool for the items in question. From the results of calculating the product moment correlation technique using the SPSS release 11.5 for Windows program as seen in the table above, the results showed that all question items asked to respondents had a high correlation (>0.50) with the level of importance in the belief dimension. Thus, it can be said that all measurement indicators used in this research have high validity.

Table Recapitulation of Empathy Dimension Validity Test Results

Variable	Item Question	Koef. Validitas	Sign.	Ket.
Empathy	The ideal office provides individual/special attention to every customer who comes	0.65	0.00	Valid
	Operate at times that suit all customers	0.52	0.00	Valid
	Employees are able to provide individual attention to customers	0.83	0.00	Valid
	The ideal office has a place in the hearts of customers	0.71	0.00	Valid
	Employees understand the special needs of each customer who comes	0.54	0.00	Valid

Source: Primary data processed

From the results of calculating the product moment correlation technique using the SPSS release 11.5 for Windows program as seen in the table above, the results showed that all question items asked to respondents had a high correlation (>0.50) with the level of importance in the empathy dimension. Thus, it can be said that all measurement indicators used in this research have high validity.

2) Reliability Test

Reliability is what is meant by research when an instrument can be trusted to be used as a data collection tool because the instrument is good. A measuring instrument is said to be reliable if we always get the same results from unchanged measurement phenomena carried out at different times.

Table Customer Expectation Reliability Coefficient

Variable	Reliability Coefficient	Information
Physical Facility Dimensions	0.59	Reliabel
Reliability Dimensions	0.55	Reliabel
Dimensions of Responsiveness	0.65	Reliabel
Dimensions of Belief	0.70	Reliabel
Empathy Dimensions	0.54	Reliabel

Source: Primary data processed

To measure the reliability of an analysis, the alpha coefficient can be used which is based on the measurement instrument data items. From the results of research measurements on 50 respondents, the reliability coefficient for all variables was greater than 0.5. This shows that the instrument used has very strong reliability.

3) Validity and Reliability Test of Service Performance

In the next stage, after testing the validity of customer expectations, validity testing will be carried out for the service performance perceived by customers who receive service at PT. Karya Mandiri Sepakat Surabaya.

Table Recapitulation of Physical Facility Dimension Validity Test Results

Variable	Item Question	Koef. Validitas	Sign.	Ket.
Physical Facilities	Has equipment that has a modern appearance	0.80	0.00	Valid
	Has physical facilities such as buildings, rooms, counters and good and attractive furniture	0.79	0.00	Valid
	Employees must look attractive and neat	0.64	0.00	Valid
	Equipment related to customer service, such as pamphlets or brochures, must look good	0.76	0.00	Valid

Source: Primary data processed

From the data that was collected, validity testing was carried out for each question item asked. This is intended to see whether the item in question can be used as a good measuring tool for the items in question. From the results of calculating the product moment correlation technique using the SPSS release 11.5 for Windows program as shown in the table above, the results showed that all question items asked to respondents had a high correlation (>0.50) with the service performance dimension in the physical facilities dimension. Thus, it can be said that all measurement indicators used in this research have high validity.

Table Reliability Dimension Validity Test Results Recapitulation

Variable	Item Question	Koef. Validitas	Sign.	Ket.
Reliability	If the office promises to do something within a certain time period, the office must actually carry it out	0.83	0.00	Valid
	If customers have problems, employees will help resolve the problem.	0.75	0.00	Valid
	Reliable and trusted by customers	0.86	0.00	Valid
	Provide service according to the promised time.	0.86	0.00	Valid
	A quality office will require its data to be free from errors	0.53	0.00	Valid

Source: Primary data processed

From the data that was collected, validity testing was carried out for each question item asked. This is intended to see whether the item in question can be used as a good measuring tool for the items in question. From the results of calculating the product moment correlation technique using the SPSS release 11.5 for Windows program as shown in the table above, the results showed that all question items asked to respondents had a high correlation (>0.50) with service performance in the reliability dimension. Thus, it can be said that all measurement indicators used in this research have high validity.

Table Recapitulation of Responsiveness Dimension Validity Test Results

Variable	Item Question	Koef. Validitas	Sign.	Ket.
Responsiveness	The employees are always willing to help customers who come	0.78	0.00	Valid
	Its employees will always have time to respond to customer needs	0.82	0.00	Valid
	The employee will tell the customer exactly when the service will be provided	0.81	0.00	Valid
	Employees will provide fast service to customers	0.74	0.00	Valid

Source: Primary data processed

From the results of calculating the product moment correlation technique using the SPSS release 11.5 for Windows program as shown in the table above, the results showed that all question items asked to respondents had a high correlation (>0.50) with service performance in the responsiveness dimension. Thus, it can be said that all measurement indicators used in this research have high validity.

Table Recapitulation of Validity Test Results of Belief Dimensions

Variable	Item Question	Koef. Validitas	Sign.	Ket.
Confidence	The employees can be trusted by customers	0.86	0.00	Valid
	Customers will feel safe when doing work	0.67	0.00	Valid
	The employees are consistently respectful, patient and friendly with customers	0.87	0.00	Valid
	The employees have sufficient knowledge to answer questions from customers	0.67	0.00	Valid

Source: Primary data processed

From the results of calculating the product moment correlation technique using the SPSS release 11.5 for Windows program as shown in the table above, the results showed that all question items asked to respondents had a high correlation (>0.50) with service performance in the belief dimension. Thus, it can be said that all measurement indicators used in this research have high validity.

4) Gap Analysis

At this stage of measuring gaps, researchers use the Servqual Score approach, where this measurement technique will show the level of gap between the actual service score and the score of the level of expectations stated by the respondent, where the level of gap is calculated using the following formula:

$$\text{Servqual Score} = \text{Perception Score} - \text{Expectation Score}$$

Based on calculations using the Servqual score, the following explanation can be given:

- a. A positive value means that the service provided exceeds customer expectations
- b. A value of zero means there is a match between what the customer expects and the service performance
- c. A minus value means there is a gap between what is expected and the service performance or in other words the service provided does not match what the customer expects.

5) Dimensions of Responsiveness

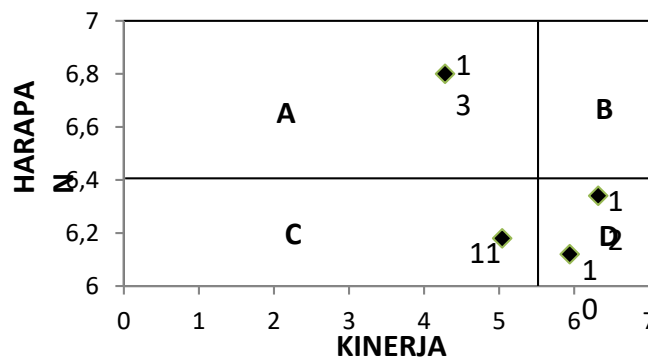


Image of Responsiveness Dimension Quadrants

Source: Processed Primary Data

For items 10 and 12, namely that employees are willing to help people who come and employees will tell when the service will be provided, it is considered to be in line with customer expectations, which is proven by its position in quadrant D, which is considered excessive by customers, which is actually in these items the customer does not have high

expectations, however, the organization tries to fulfill them well. Meanwhile, item 11 occupies quadrant C, where it shows that employee service is considered mediocre by customers.

6) Dimensions of Belief

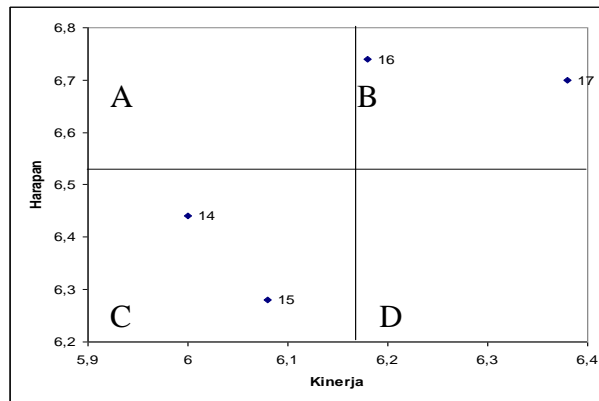


Image of the Belief Dimension Quadrants

Source: Processed Primary Data

In describing the quadrant positions for the confidence dimension above, it can be seen that the 16th and 17th quality statements, namely employees are consistently respectful, patient and friendly towards their guests and employees have sufficient knowledge to answer customer questions are considered to be in accordance with customer expectations where things This is proven by its position in quadrant B where in this item what has been achieved must be maintained well, considering that the current conditions are close to what customers want. Meanwhile, for statement items number 14 and 15, namely that employees are trusted by the community and the community feels safe in carrying out their work, they are in the low priority quadrant (quadrant C), which shows that these items are not items that are prioritized by customers and employees in providing fulfillment of their needs. It's also not that special.

7) Dimensions of Empathy

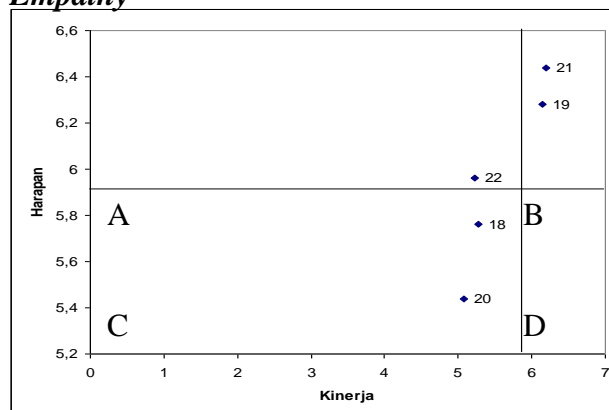


Image of the Empathy Dimension Quadrant

Source: Processed Primary Data

In the description of the quadrant positions for the responsiveness dimension above, it can be seen that the 22nd quality statement, namely employees understand the special needs of each customer who comes, occupies the quadrant with the main priority (quadrant A), which shows that in terms of understanding the special needs of each Each guest who comes is still far from customer expectations where there are still many services provided that are not in accordance with the target time expected by customers.

For items 19 and 21, namely operating at a time that is suitable for the entire community and an ideal office that has a place in the hearts of the community, it is considered to be in accordance with customer expectations, which is proven by its position in quadrant B, where in this item what has been achieved must be maintained well. , considering that the current conditions are close to what customers want.

In statement items number 18 and 20, namely the office gives individual attention to every person who comes and employees are able to give individual attention to their guests occupying the low priority quadrant (quadrant C) which shows that these items are not items that have a high level of hope. which is high for customers where employee activities in an effort to fulfill these needs are also not very special.

Saat mengumpulkan sumber data, peneliti mengumpulkan sumber data berupa data mentah. Metode survei adalah metode pengumpulan data primer dengan menggunakan pertanyaan tertulis(Kumala Dewi, Indri et all, 2022 : 29). This research will be conducted in three phases : measurement model (external model), structural model (internal model), and hypothesis testing. (Pramono Budi,et al., 2023 ; 970) Melalui proses tersebut, karyawan diberikan pelatihan dan pengembangan yang relevan dengan kinerja pekerjaannya, sehingga diharapkan dapat menjalankan tanggung jawab pekerjaannya dengan sebaik - baiknya. (Abdul Aziz Sholeh et.al. 2024 :82) Memilih merupakan bagian dari suatu upaya pemecahan sekaligus sebagai bagian dari proses pengambilan keputusan. Oleh karena itu dibutuhkan keputusan pembelian yang tepat (Kristiawati Indriana et.al. 2019 : 28) Kerja sama antara pemerintah, industri, lembaga penelitian dan masyarakat sipil dalam merancang menerapkan, Komitmen dan kerja sama yang kuat dari seluruh pemangku kepentingan menjadi kunci keberhasilan upaya - upaya tersebut. (Gazali Salim et al. 2024 : 63)

5. CONCLUSION

1. In the Physical Facilities dimension, the smallest gap value is in the third item of -0.80, namely that employees must look attractive and neat. Based on the Cartesian diagram analysis, item number 3 is that employees must look attractive and neat, occupying the quadrant with the main priority (quadrant A), which shows that the appearance of employees must be treated seriously because customers view this as very important and is the first assessment of their professionalism. .
2. In the Reliability dimension, the smallest gap value is in the fifth item, which is - 1.78, namely for quality office questions, the data will require that the data be free from errors. Based on the description of the reliability dimension, the fifth and seventh quality statements, namely carrying out according to promises and being reliable and trusted by the public, occupy the quadrant with top priority (quadrant A) where this item requires immediate handling and is implemented seriously.
3. In the Responsiveness dimension, the smallest gap value is in the fourth item, which is – 2.52, namely for questions about whether employees will provide fast service to customers. Based on the depiction of the Cartesian diagram for the responsiveness dimension, it can be seen that the fourth quality statement, namely that employees will provide service quickly to customers, occupies the quadrant with top priority (quadrant A), which shows that the speed of service must be seriously improved by the organization.

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