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Research Article

An Evaluation of Service Quality at Laskar Buah Bojonegoro Using the Retail Service Quality Scale (RSQS) and Importance-Performance Analysis (IPA) Methods

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Abstract: Laskar Buah is a modern retail chain specializing in the sale of fresh fruit. At present, the company operates one hundred branches across ten regencies. One of its outlets, Laskar Buah Ngumpakdalem, ranks among the top three branches in terms of transaction volume; however, it has received a considerable number of customer complaints regarding the quality of service provided. This situation has prompted management to conduct a thorough evaluation of the store's service quality.This study was conducted with the aim of analyzing and evaluating service quality using the Importance–Performance Analysis (IPA) method based on the Retail Service Quality Scale (RSQS). The results of the IPA analysis were subsequently used as a foundation for determining priority areas for service improvement.The findings reveal that four service attributes fall within Quadrant B, indicating that they should be prioritized for immediate improvement. These attributes include the cleanliness of the shopping area, store layout, employee product knowledge, and product quality. Additionally, twelve attributes fall under Quadrant C, where performance should be maintained due to their already strong results. On the other hand, eleven attributes fall into Quadrant A, meaning they are considered lower priority, while one attribute is located in Quadrant D, suggesting that Laskar Buah Ngumpakdalem is providing excessive performance in that particular aspect.

Keywords: Importance-Performance Analysis, Laskar Buah, Management, Retail Service Quality Scale, Ritel.

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1. Introduction

The retail industry has undergone a fundamental transformation in the last decade, driven by digitalization, consumer behavioral shifts, and the integration of smart technologies into service operations. The growing competition among retail businesses has made service quality a crucial determinant of customer satisfaction and long-term loyalty. The success of modern retailers no longer depends solely on product availability but on the ability to deliver consistent, fast, and customer-oriented services that enhance the overall shopping experience. According to the Deloitte Global Retail Outlook 2024 (Deloitte, 2024), global retail growth continues to accelerate, supported by omnichannel strategies and customer experience innovations. In Indonesia, retail development has shown positive trends, with the Bank Indonesia Retail Sales Index (RSI) reporting a year-on-year increase of 4.8% in 2025, reflecting higher consumer confidence and post-pandemic recovery (Bank Indonesia, 2025).

Within this rapidly evolving context, Laskar Buah Bojonegoro stands as a notable local fresh-produce retailer in East Java, Indonesia. The company operates thirty-six branches, offering a wide selection of fruits and grocery items sourced both from local farmers and imported distributors. Laskar Buah's mission extends beyond commercial profit—it also seeks to support local farmers and promote sustainable agriculture through fair-trade practices. However, despite its operational expansion and growing market reach, the company has recently encountered various service quality issues. Complaints have emerged concerning product freshness, cashier efficiency, and transactional inconsistencies, particularly in the Ngumpakdalem branch. These issues have not only impacted customer satisfaction but also led to a decline in monthly transactions, indicating the urgent need for a structured evaluation of service performance.

Previous studies on service quality assessment have predominantly used the SERVQUAL model, introduced by Parasuraman, Zeithaml, and Berry (1988), which identifies five key dimensions of service quality: tangibles, reliability, responsiveness, assurance, and empathy. While SERVQUAL remains widely cited and applied across industries, it often lacks contextual precision when applied to retail environments, where tangible aspects and in-store experiences play a major role. To overcome these limitations, Dabholkar, Thorpe, and Rentz (1996) proposed the Retail Service Quality Scale (RSQS), a specialized model that adapts SERVQUAL for retail contexts by incorporating five distinct dimensions—physical aspects, reliability, personal interaction, problem solving, and policy. RSQS offers a more detailed representation of the retail experience but provides limited insights into prioritization, as it measures perceived service quality without explicitly identifying which dimensions require immediate managerial action.

To complement RSQS, researchers have integrated it with the Importance–Performance Analysis (IPA) framework developed by Martilla and James (1977). IPA serves as a strategic diagnostic tool by mapping service attributes according to their importance to customers and the retailer's performance level. This approach allows managers to distinguish between areas that demand urgent improvement ("concentrate here") and those that should be maintained ("keep up the good work"). However, despite its effectiveness in prioritization, IPA does not explain the underlying causes of service deficiencies. Consequently, an additional analytical framework is needed to investigate the root causes of performance gaps.

For this reason, the current study integrates RSQS and IPA with the Cause and Effect Diagram, also known as the Fishbone Diagram or Ishikawa Diagram, developed by Kaoru Ishikawa (1985). This diagram is widely recognized as a systematic tool in Total Quality Management (TQM) for identifying and categorizing potential causes of quality-related problems across six dimensions: man, method, machine, material, measurement, and environment. When combined with IPA, the Fishbone Diagram enables organizations to not only identify which attributes require improvement but also to determine why those deficiencies occur, leading to more effective and sustainable service-quality enhancement strategies (Slack, 2016).

The present research is designed to address a fundamental question: How can the integration of the Retail Service Quality Scale (RSQS) and Importance–Performance Analysis (IPA) be used to evaluate and improve service quality at Laskar Buah Bojonegoro? To answer this question, a quantitative descriptive approach was applied, involving structured questionnaires distributed to 125 active customers of the Ngumpakdalem branch. The collected data were analyzed using the RSQS instrument to assess customer perceptions and expectations, followed by IPA to identify performance priorities. Furthermore, the Fishbone Diagram was utilized to identify the root causes of low-performing service attributes.

This study contributes to both theory and practice. From a theoretical perspective, it expands the empirical application of RSQS in the context of local fruit retailing in developing markets, demonstrating the adaptability of service quality models beyond traditional sectors. From a methodological perspective, it highlights the complementarity between RSQS, IPA, and Fishbone analysis as an integrated approach for diagnosing and improving service quality. From a practical perspective, the findings provide actionable insights for retail managers seeking to allocate resources efficiently, enhance operational effectiveness, and strengthen competitive positioning through customer-centric service improvements.

2. Literature review

Service Quality in Retail Industry

Service quality represents a fundamental determinant of customer satisfaction, loyalty, and long-term competitiveness in the retail industry. It refers to the extent to which a service meets or exceeds customer expectations through consistent performance and reliability (Kotler & Keller, 2016). Lewis and Booms (1983) define service quality as "a measure of how well the delivered service level matches customer expectations," emphasizing the subjective evaluation of consumer perception. Grönroos (1984) further expands this concept by distinguishing between technical quality, the outcome of the service process and functional quality, the way the service is delivered.

In the retail sector, where consumers directly interact with tangible and intangible elements such as store design, staff behavior, and product presentation, the multidimensional nature of service quality becomes especially critical (Lovelock & Wirtz, 2011). High-quality service is not only a competitive differentiator but also a strategic asset that fosters emotional attachment and brand loyalty (Tjiptono, 2014). Retail businesses that consistently provide positive shopping experiences tend to achieve higher retention rates and profitability (Griffin, 2017).

The importance of service quality has been widely discussed in the context of customer relationship management and competitive strategy. Zeithaml et al. (1996) argue that customer perceptions of quality directly affect their behavioral intentions such as willingness to repur-

chase or recommend a brand. Consequently, continuous evaluation of service quality becomes a managerial necessity, especially in the highly competitive retail markets of emerging economies.

Retail Service Quality Scale (RSQS)

The Retail Service Quality Scale (RSQS) was developed by Dabholkar, Thorpe, and Rentz (1996) as an adaptation of the SERVQUAL model proposed by Parasuraman et al. (1988). Unlike SERVQUAL, which was designed for general service contexts, RSQS focuses specifically on the retail environment, where the physical and experiential aspects of service delivery are more prominent (Dabholkar et al., 1996).

RSQS comprises five key dimensions that capture the distinctive characteristics of retail service:

1. Physical Aspects: Tangible elements such as store cleanliness, layout, equipment, and visual appearance, which influence customer comfort and convenience.
2. Reliability: The ability of the retailer to deliver accurate transactions, consistent service, and dependable product availability.
3. Personal Interaction: The professionalism, politeness, and responsiveness of store personnel in dealing with customers.
4. Problem Solving: The retailer's ability to handle complaints, returns, and errors effectively and empathetically.
5. Policy: Rules and practices that reflect store management's commitment to customer satisfaction, including operating hours, payment flexibility, and product guarantees.

Research has shown that RSQS provides stronger explanatory power for customer satisfaction in retail contexts compared to SERVQUAL (Brady & Cronin, 2001). Empirical studies have validated the model across various settings such as supermarkets (Park, 2021), department stores (Mehta, 2021), and online retailing (Kumar et al., 2018). Moreover, RSQS's multidimensional structure enables retailers to pinpoint specific service elements requiring managerial attention, thus offering both diagnostic depth and strategic relevance.

However, RSQS on its own does not indicate which dimensions are most critical for improvement. It quantifies perceptions but lacks a prioritization mechanism—necessitating the integration of complementary analytical methods such as Importance–Performance Analysis (IPA) for more actionable outcomes (Martilla & James, 1977).

Importance–Performance Analysis (IPA)

The Importance–Performance Analysis (IPA) model, originally introduced by Martilla and James (1977), is a well-established analytical tool used for evaluating service quality attributes by simultaneously examining their importance to customers and the performance level perceived by them. The model is widely applied in service management research due to its simplicity, diagnostic strength, and managerial relevance (Martilla & James, 1977). IPA's

fundamental premise is that customer satisfaction depends not only on how well an organization performs but also on how important each attribute is to the customer's decision-making process.

In practice, data from customer surveys are analyzed using mean scores of importance (Y-axis) and performance (X-axis), and the results are plotted on a two-dimensional Cartesian diagram known as the Importance–Performance Matrix. This visual mapping divides service attributes into four main quadrants that indicate different levels of managerial priority. Each quadrant reflects a unique combination of perceived importance and actual performance and provides guidance on where managerial efforts should be concentrated. According to Purnama (2006), the four quadrants can be interpreted as follows:

1. **Quadrant A – Low Priority (Low Importance, Low Performance)**

   Attributes located in this quadrant represent aspects of the service that are perceived as relatively unimportant by customers and also perform poorly. Although their performance is low, these attributes do not have a significant influence on customer satisfaction. Therefore, management does not need to prioritize improvements in this area. However, these attributes should still be monitored to prevent them from becoming more important in the future.

   Purnama (2006) emphasizes that Quadrant A reflects the "maintenance zone," where minimal managerial resources are allocated because the return on improvement would be low. In the context of retail operations, these may include secondary facilities, less-visible display areas, or optional service add-ons that customers rarely use.

2. **Quadrant B – Concentrate Here (High Importance, Low Performance)**

   Attributes placed in this quadrant are considered critical improvement priorities. They are regarded as highly important by customers but are rated poorly in terms of actual performance. According to Purnama (2006), Quadrant B is the "critical action area" that must receive the most immediate attention, as the mismatch between importance and performance creates customer dissatisfaction and may negatively affect loyalty.

   In retail service evaluation, attributes in Quadrant B typically involve essential factors such as product freshness, accuracy of transactions, and staff responsiveness—areas where failure directly undermines the customer experience. Enhancing performance in these attributes can yield substantial improvements in perceived service quality and satisfaction levels.

3. **Quadrant C – Keep up the Good Work (High Importance, High Performance)**

   Attributes that fall into this quadrant represent the strengths of the organization. Customers perceive these elements as important, and the company successfully delivers them at a high standard. As Purnama (2006) describes, Quadrant C is the "achievement maintenance zone," where management should sustain existing performance levels

while continuously monitoring customer expectations to ensure that these strengths remain competitive advantages.

In retail settings, typical Quadrant C attributes include store cleanliness, employee politeness, accuracy in billing, and product availability. These aspects contribute significantly to positive brand reputation and customer retention. Maintaining these elements helps ensure consistency and trust, which are vital in service-oriented industries.

4. **Quadrant D – Possible Overkill (Low Importance, High Performance)**

Attributes positioned in this quadrant are perceived by customers as relatively unimportant but are currently being performed exceptionally well. As a result, management may be overinvesting resources in areas that have minimal impact on overall customer satisfaction. According to Purnama (2006), Quadrant D represents the "overperformance or overkill zone," where efficiency improvements are possible through resource reallocation.

In retail operations, examples may include excessive promotional displays, redundant payment counters, or overemphasis on non-essential aesthetic features. Rationalizing investments in these areas can allow organizations to redirect resources toward critical service deficiencies identified in Quadrant B.

Cause and Effect (Fishbone) Diagram

The Cause and Effect Diagram, developed by Kaoru Ishikawa in 1960 and later popularized as the Fishbone Diagram, is a cornerstone tool in Total Quality Management (TQM) (Ishikawa, 1985). It serves to systematically identify potential causes of a specific problem by categorizing them into six major dimensions, commonly known as the 6M framework:

Man (Human Factors) : Employee skills, training, motivation, and attitudes.

Method : Work procedures, service delivery processes, and standard operating guidelines.

Machine : Equipment reliability, technology, and supporting infrastructure.

Material : Quality, freshness, and availability of physical inputs such as products or supplies.

Measurement : Evaluation metrics, performance indicators, and quality control mechanisms.

Environment : Physical store conditions, layout, and ambient factors affecting customer experience.

By visualizing causal relationships, the Fishbone Diagram enables managers to identify underlying sources of service failure and implement targeted corrective actions. When applied alongside RSQS and IPA, this method allows for a triangulated diagnostic approach—quantifying service gaps, prioritizing improvements, and identifying root causes simultaneously. This integration enhances both the analytical rigor and managerial utility of service quality evaluation (Purnama, 2006).

Research Gap and Theoretical Integration

Despite extensive research on service quality models, few studies have combined RSQS and IPA in the context of local fresh produce retailing. Most prior investigations have focused on large-scale supermarkets or international retail chains (Mehta, 2021), leaving a gap in understanding how small and medium-sized enterprises (SMEs) in developing economies manage service quality. Furthermore, the application of Fishbone analysis as a diagnostic extension of IPA remains limited, even though it offers valuable insights into operational inefficiencies.

This study contributes to filling that gap by integrating RSQS, IPA, and the Fishbone Diagram into a unified framework for evaluating service quality in Laskar Buah Bojonegoro. The integration provides a holistic view—RSQS measures customer perception, IPA identifies priority improvements, and Fishbone explains causal factors. Together, these methods create a robust analytical foundation for both academic inquiry and managerial decision-making.

3. Proposed Method

This study adopts a quantitative descriptive research design to evaluate and diagnose the service quality performance of Laskar Buah Bojonegoro using an integrated analytical framework combining the Retail Service Quality Scale (RSQS), Importance–Performance Analysis (IPA), and the Cause–Effect (Fishbone) Diagram. This methodological integration enables a comprehensive evaluation, measuring customer perceptions, identifying priority areas for improvement, and determining the root causes underlying service deficiencies.

Research Design and Framework

The research framework consists of three consecutive analytical stages:

1. Measurement of service quality using RSQS to assess customer perceptions across five retail-specific dimensions.
2. Mapping of priority improvement areas using IPA, based on the relationship between importance and performance scores.
3. Diagnosis of causal factors using the Fishbone Diagram, identifying human, procedural, technological, material, environmental, and measurement-related contributors to poor service performance.

This integrated approach aligns with the recommendations of Purnama (2006) and Tarumingkeng (2025), who emphasize the need for combining quantitative evaluation with diagnostic analysis for more comprehensive service quality improvement planning.

Population and Sampling Technique

The study was conducted at the Ngumpakdalem branch of Laskar Buah Bojonegoro, selected due to its large customer base and record of recent service-related complaints. The population consists of all active customers visiting this branch during the research period.

A non-probability purposive sampling technique was employed, targeting respondents who had made at least one purchase within the last month and were therefore capable of evaluating service interactions. A total of 125 valid responses were collected, exceeding the minimum sample size requirement for multivariate service-quality analysis as recommended by Sekaran and Bougie (2016), who suggest a minimum of five respondents per item.

Research Instrument and Variables

1. RSQS Dimensions

The RSQS instrument adapted from Dabholkar et al. (1996) comprises five major dimensions and 28 service attributes relevant to retail environments:

a) Physical Aspects

Cleanliness, layout, signage, and the condition of store equipment.

b) Reliability

Accuracy in transactions, consistency in service delivery, product freshness, and information accuracy.

c) Personal Interaction

Employee courtesy, professionalism, responsiveness, and communication skills.

d) Problem Solving

Handling of complaints, speed of service recovery, return policies.

e) Policy

Payment flexibility, store operating hours, and customer-oriented administrative policies.

Each item is measured using a 5-point Likert scale ranging from "Strongly Disagree" to "Strongly Agree."

Talblel 1. Opelraltionall Delfinition of Relselalrch Valrialblels.

Variable	Variable Definition	Variable Indicators	Measurement Scale
Physical Aspect	The tangible elements of Laskar Buah that include tools, equipment, and facilities perceived by customers and influencing the overall quality of service delivered.	1. Laskar Buah has modern-looking tools and equipment. 2. The physical facilities of Laskar Buah are visually appealing. 3. Service-related materials (e.g., shopping bags, price tags) are visually attractive. 4. Laskar Buah provides a clean shopping area. 5. The store layout helps customers easily find the products they need.	Likert Scale

		6. The store layout supports smooth customer movement within the store.	
Reliability	The consistency of Laskar Buah in delivering promised services, especially regarding accuracy, timeliness, and dependability.	1. Laskar Buah fulfills its promises (e.g., discounts) as scheduled. 2. Cashiers at Laskar Buah provide fast service. 3. Laskar Buah delivers services correctly from the first attempt. 4. Required products are always available. 5. Transactions and sales records are free from errors.	Likert Scale
Personal Interaction	The ability of Laskar Buah staff to build positive and harmonious relationships with customers through knowledge, communication, and courtesy.	1. Employees have adequate knowledge to answer customer inquiries. 2. Employee behavior instills customer trust. 3. Customers feel safe when conducting transactions. 4. Employees provide prompt service. 5. Employees greet customers upon entering the store. 6. Employees consistently respond to customer requests. 7. Laskar Buah provides individualized attention to customers. 8. Employees are consistently polite. 9. Employees treat customers in a friendly manner.	Likert Scale
Problem Solving	The ability of Laskar Buah to address and resolve customer issues effectively, including complaints, returns,	1. Laskar Buah is willing to handle product returns. 2. Laskar Buah can handle customer complaints.	Likert Scale

	and service recovery processes.	3. Laskar Buah resolves complaints as quickly as possible.	
Policy	A set of policies implemented by Laskar Buah to ensure customer comfort and convenience during shopping activities.	1. Laskar Buah offers fresh and high-quality products. 2. Laskar Buah provides diverse product choices. 3. Laskar Buah offers convenient parking facilities. 4. Store operating hours are convenient for all customers. 5. Laskar Buah accepts both cash and non-cash payments.	Likert Scale

2. Validity and Reliability Testing

Instrument validity was evaluated using the Pearson correlation coefficient, requiring $r > 0.30$ for item retention. Reliability was assessed using Cronbach's Alpha, with $\alpha \geq 0.60$ considered acceptable for internal consistency (Nunnally & Bernstein, 1994).

Data Analysis Techniques

1. RSQS Evaluation

Mean scores for each RSQS attribute were calculated to assess customer perceptions of service quality. The results were aggregated into dimension-level scores to identify general strengths and weaknesses within the retail service process.

2. Importance–Performance Analysis (IPA)

Mean importance scores and performance scores were plotted into a Cartesian IPA matrix, divided into four managerial quadrants following Purnama (2006):

Quadrant A – Low Priority (Low Importance, Low Performance)

Quadrant B – Concentrate Here (High Importance, Low Performance)

Quadrant C – Keep up the Good Work (High Importance, High Performance)

Quadrant D – Possible Overkill (Low Importance, High Performance)

Attributes located in Quadrant B were interpreted as critical weaknesses requiring immediate managerial action.

3. Fishbone (Ishikawa) Analysis

For attributes in Quadrant B, a Cause–Effect (Fishbone) Diagram was developed to identify root causes related to:

1. Man: employee competence, training deficiencies, motivation.
2. Method: SOP inconsistencies, unclear workflows.
3. Machine: equipment inadequacy, cashier system delays.
4. Material: suboptimal product freshness or supply-chain inconsistencies.
5. Measurement: lack of performance monitoring tools.

6. Environment: store layout issues, congestion, ambient conditions.

This analysis provides actionable insights into operational and managerial improvements.

4. Results and Discussion

Thel daltal alnallysis in this study wals calrrield out using relselalrch instrumelnts by SPSS, including vallidity telsting, rellialbility telsting, alnd Importance Performance Analysis

Validity Test Results

Validity testing was conducted to determine whether each questionnaire item measuring the RSQS dimensions was able to accurately reflect the variable it represents. The validity test employed the Corrected Item–Total Correlation method, comparing each item's correlation value (r-count) with the critical value of the Pearson table (r-table). With a sample size of 125 respondents, the r-table value at a significance level of 5% is 0.176 with thel following relsults :

Tablel 2. Vallidity Telst Relsults.

Dimension	Item Code	Pearson Correlation (r-count)	r-table (α=0.05; N=125)	Decision
Physical Aspect	PA1	0.785	0.1757	Valid
	PA2	0.804	0.1757	Valid
	PA3	0.741	0.1757	Valid
	PA4	0.831	0.1757	Valid
	PA5	0.792	0.1757	Valid
	PA6	0.886	0.1757	Valid
Reliability	REL1	0.881	0.1757	Valid
	REL2	0.864	0.1757	Valid
	REL3	0.877	0.1757	Valid
	REL4	0.863	0.1757	Valid
	REL5	0.864	0.1757	Valid
Personal Interaction	PI1	0.735	0.1757	Valid
	PI2	0.820	0.1757	Valid
	PI3	0.823	0.1757	Valid
	PI4	0.812	0.1757	Valid
	PI5	0.795	0.1757	Valid
	PI6	0.807	0.1757	Valid
	PI7	0.814	0.1757	Valid
	PI8	0.801	0.1757	Valid
	PI9	0.816	0.1757	Valid
Problem Solving	PS1	0.868	0.1757	Valid

	PS2	0.894	0.1757	Valid
	PS3	0.929	0.1757	Valid
Policy	POL1	0.876	0.1757	Valid
	POL2	0.906	0.1757	Valid
	POL3	0.857	0.1757	Valid
	POL4	0.828	0.1757	Valid
	POL5	0.867	0.1757	Valid

Sourcel: Procelsseld by thel aluthor in 2025

The results of the validity test demonstrate that all measurement items included in the RSQS-based questionnaire meet the statistical requirements for construct validity. Using the Pearson Product–Moment correlation method, each item's corrected item–total correlation value was compared against the critical r-table value of 0.1757 at a significance level of 5% (N = 125). The analysis shows that all 28 items have r-count values significantly greater than the critical threshold, indicating that each item is strongly correlated with its respective construct and therefore valid for further analysis.

The Physical Aspect items (PA1–PA6) show correlation values ranging from 0.741 to 0.886, demonstrating high internal consistency among items that measure tangibility of facilities, cleanliness, and store layout. These strong correlations suggest that customers perceive physical attributes of the store as interconnected elements of the same construct, reinforcing RSQS's conceptualization of tangibility as an essential dimension of retail service quality.

Similarly, the Reliability items (REL1–REL5) exhibit very high correlations, mostly above 0.86. This reflects customers' consistent evaluation of service accuracy, speed, and product availability as a unified dimension. The particularly strong correlations for REL3–REL5 indicate that customers see transaction accuracy and product availability as critical, cohesive components of reliable service delivery.

The Personal Interaction dimension (PI1–PI9) also demonstrates strong validity, with r-count values ranging from 0.735 to 0.823. This confirms that items assessing employees' knowledge, courtesy, responsiveness, and attentiveness collectively form a coherent construct. The wide coverage of behavioral indicators with consistently high correlations supports the robustness of this dimension in assessing interpersonal service quality.

The Problem Solving dimension (PS1–PS3) shows some of the highest correlation values in the entire instrument (0.868–0.929). This indicates that the items measuring complaint handling, return processing, and responsiveness to customer issues are highly consistent with each other and strongly represent the problem-solving construct. The strong correlations highlight customers' clear and unified expectations regarding the store's ability to manage service failures effectively.

Finally, the Policy items (POL1–POL5) also demonstrate strong validity, with r-count values between 0.828 and 0.920. These results confirm the stability of this dimension in capturing aspects such as product quality, operational hours, parking facilities, and transaction

convenience. The consistently high correlations suggest that customers evaluate these structural and administrative policies as a cohesive set of service-supporting features.

Overall, the validity test results confirm that the research instrument possesses excellent construct validity across all dimensions of RSQS. This ensures that each survey item reliably measures the attribute it is intended to assess. Consequently, the instrument is suitable for subsequent analytical procedures, including Importance–Performance Analysis (IPA) and root-cause diagnosis using the Fishbone Diagram. The robustness of the validity results also strengthens the credibility of the study's conclusions regarding customer perceptions and service quality priorities at Laskar Buah Bojonegoro.

Reliability Test Results

ALccording to Ghalzalli (2021), thel balsis for delcision-malking in thel rellialbility telst is als follows:

1. If thel Cronbalch's ALlphal valluel is > 0.60, theln thel staltelmelnt is considelreld rellialblel.
2. If thel Cronbalch's ALlphal valluel is < 0.60, theln thel staltelmelnt is considelreld not rellialblel.

Talblel 3. Rellialbility Telst Relsults.

Questionnaire Type	Dimension	Cronbach's Alpha	Critical Value	Description
Importance	Physical Aspect (PA)	0.800	0.60	Reliable
	Reliability (REL)	0.819	0.60	Reliable
	Personal Interaction (PI)	0.792	0.60	Reliable
	Problem Solving (PS)	0.871	0.60	Reliable
	Policy (POL)	0.824	0.60	Reliable
Performance	Physical Aspect (PA)	0.782	0.60	Reliable
	Reliability (REL)	0.786	0.60	Reliable
	Personal Interaction (PI)	0.779	0.60	Reliable
	Problem Solving (PS)	0.861	0.60	Reliable
	Policy (POL)	0.805	0.60	Reliable

Sourcel: Procelsseld by thel aluthor in 2025

The reliability testing was conducted using Cronbach's Alpha, a widely accepted measure of internal consistency that evaluates the extent to which a set of questionnaire items reliably measures a latent construct. A Cronbach's Alpha value above 0.60 is generally considered acceptable for exploratory research, particularly in social science studies involving perceptual measures. Based on this criterion, the results show that all dimensions in both the Importance and Performance questionnaires are reliable, as each exceeds the critical threshold of 0.60.

1. **Reliability of Importance Questionnaire**

All five RSQS dimensions in the Importance section demonstrate good internal consistency:

Physical Aspect (0.800) and Personal Interaction (0.792) exhibit solid reliability, suggesting that respondents consistently interpreted items related to store appearance, cleanliness, employee behavior, and interaction quality.

Reliability (0.819) and Policy (0.824) show even stronger internal consistency, reflecting that customers hold clear and consistent expectations related to service dependability, product availability, and store policies.

The Problem Solving dimension records the highest alpha (0.871) in the Importance section, indicating a very strong internal correlation among items related to complaint handling and service recovery. This suggests customers have consistent expectations regarding how effectively the store should respond to service failures.

Overall, these results indicate that the Importance questionnaire items reliably capture the expected level of service across all dimensions.

2. **Reliability of Performance Questionnaire**

The Performance section also demonstrates strong internal consistency across all dimensions:

Physical Aspect (0.782), Personal Interaction (0.779), and Reliability (0.786) show solid alpha values, indicating that respondents consistently evaluated the store's actual performance in terms of its physical environment, employee interaction, and service dependability.

Problem Solving (0.861) once again shows notably high reliability, reinforcing that customers consistently perceive the store's ability to handle returns and complaints.

Policy (0.805) also shows a high alpha value, suggesting that respondent judgments about store policies such as operational hours, payment methods, and product availability are stable and consistent.

3. **Interpretation Across Both Instruments**

The consistently high Cronbach's Alpha values across all dimensions and both measurement types (Importance and Performance) confirm that the RSQS instrument used in this study is highly reliable for assessing customer perceptions. Respondents interpreted and evaluated the questionnaire items in a consistent and coherent manner.

The instrument is statistically suitable for subsequent analytical steps such as Importance–Performance Analysis (IPA), quadrant mapping, and root-cause analysis via Fishbone diagrams.

Average Importance, Performance, and Gap Scores by Dimension

To further evaluate the quality of service delivered by Laskar Buah Bojonegoro, the study conducted a comparative analysis between average Importance scores (customers'

expectations), average Performance scores (customers' perceptions), and the resulting Gap values. The gap score is calculated as:

$$\text{Gap} = \text{Performance} - \text{Importance}$$

A negative gap value indicates that the actual service performance does not meet customer expectations, while a positive gap indicates that performance exceeds expectations.

Talblel 4. Relsults of Average Importance, Performance, and Gap Scores by Dimension.

RSQS Dimension	Importance Mean	Performance Mean	Gap Score
Physical Aspect	4.39	4.18	**–0.208**
Reliability	4.41	4.27	–0.146
Personal Interaction	4.47	4.35	–0.122
Problem Solving	4.43	4.23	–0.200
Policy	4.47	4.35	–0.115

Sourcel: Procelsseld in 2025

Balseld on Talblel 4 , The gap analysis results show that all RSQS dimensions exhibit negative gap scores, indicating that the perceived performance of Laskar Buah Bojonegoro does not meet customer expectations across the service spectrum. The largest discrepancy is found in the Physical Aspect dimension with a gap of –0.208, suggesting notable weaknesses in store cleanliness, layout effectiveness, and the overall physical environment. This highlights that tangible service elements, which strongly shape customer impressions, are currently underperforming. The Problem Solving dimension presents the second-largest gap at –0.200, indicating that customers perceive the store as insufficiently capable in handling complaints, returns, and service recovery. This points to operational shortcomings in procedural clarity and employee readiness when addressing service failures. The Reliability dimension shows a moderate gap of –0.146, reflecting customer concerns about the consistency and accuracy of service delivery, product availability, and transaction correctness. These issues affect customer trust and may undermine perceptions of operational dependability. Similarly, the Personal Interaction dimension records a gap of –0.122, showing that employee responsiveness, courtesy, and product knowledge do not fully align with customer expectations. Although comparatively smaller, this gap reveals opportunities for enhancement in frontline service behaviors. The Policy dimension exhibits the smallest negative gap at –0.115, suggesting that store policies such as operating hours, payment options, and product variety are generally satisfying but still leave room for incremental improvement. Overall, the consistent negative gap values across all five dimensions demonstrate systemic service performance deficiencies. The largest gaps in Physical Aspect and Problem Solving, in particular, correspond with the priority improvement areas identified in the IPA analysis, indicating that enhancing store environment quality, service recovery procedures, and employee competency should be the primary focus for improving overall customer satisfaction.

Results of Importance–Performance Analysis (IPA)

The Importance–Performance Analysis (IPA) evaluates how well Laskar Buah Bojonegoro meets customer expectations by mapping each RSQS attribute into four strategic quadrants. This analysis uses the mean Importance score as the vertical axis and the mean Performance score as the horizontal axis. Attributes are then classified based on whether their Importance and Performance values fall above or below the overall averages. In the Importance–Performance Analysis (IPA) matrix, the Cartesian diagram is divided into four quadrants, separated by two perpendicular lines intersecting at the X-axis, representing Performance, and the Y-axis, representing Importance. These quadrants function as a priority scale for improvement based on the results obtained from the customer survey regarding the service quality of Laskar Buah. The IPA matrix was generated using SPSS 25 software. Based on the calculation results, the Importance and Performance Analysis diagram is presented in Figure 1 as follows:

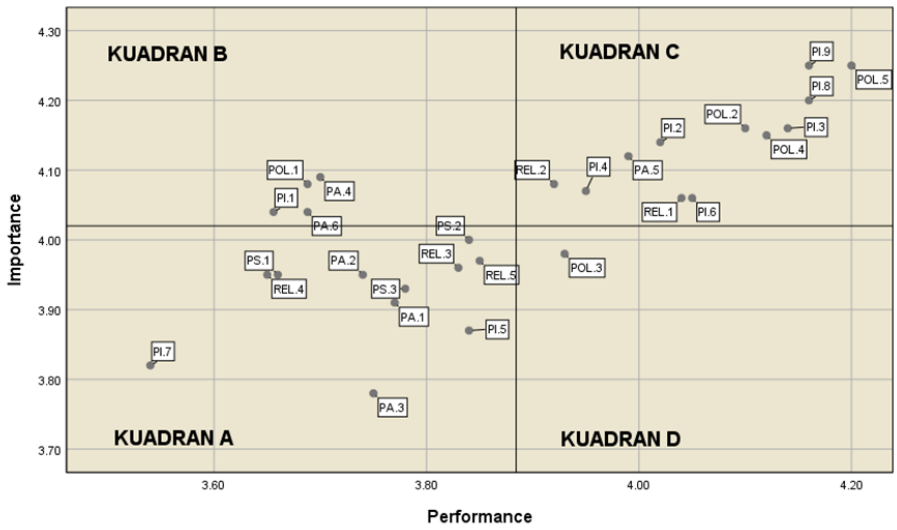

Figure 1. Result of Importance Performance Analysis Diagram.

The IPA results for this study identify four attributes in Quadrant B (Concentrate Here), twelve attributes in Quadrant C (Keep Up the Good Work), eleven attributes in Quadrant A (Low Priority), and one attribute in Quadrant D (Possible Overkill). These classifications are derived directly from the IPA matrix in the thesis and represent the strategic priorities for service improvement.

Quadrant A – Low Priority

Quadrant A comprises 11 attributes with low importance and low performance. Although these attributes underperform, customers do not consider them crucial to their overall shopping satisfaction. Therefore, improvements in these areas are not urgent.

Attributes in Quadrant A include:

Modern-looking equipment (PA1)

Attractive physical facilities (PA2)

Attractive service materials (PA3)

Correct service from the beginning (REL3)

Product availability (REL4)

Error-free transactions (REL5)

Employee greeting behavior (PI5)

Individual attention to customers (PI7)

Handling of returns (PS1)

Ability to handle complaints (PS2)

Immediate complaint handling (PS3)

These results indicate that customers assign lower priority to aesthetic features and personal greeting behaviors, as well as certain aspects of problem solving, even though performance in these areas is below expected standards.

Quadrant B – Concentrate Here (Top Priority)

Quadrant B contains 4 attributes with high importance but low performance, making them the most critical areas for managerial intervention. These attributes represent core service failures that significantly influence customer satisfaction.

The following four attributes were placed in Quadrant B:

PA4 – Cleanliness of the shopping area

PA6 – Store layout that facilitates customer movement

PI1 – Employees have adequate product knowledge

POL1 – Products offered are fresh and of good quality

These attributes directly reflect customer expectations regarding hygiene, store accessibility, employee competency, and product quality—key elements of the fresh retail experience. Their low performance indicates operational deficiencies, lack of training, and inconsistencies in product handling and environmental management. Because these attributes are critical yet underperforming, they should be addressed as the top priority in service improvement planning.

Quadrant C – Keep Up the Good Work

Quadrant C includes 12 attributes with high importance and high performance. These attributes represent the store's strengths and should be maintained to ensure continued customer satisfaction.

Attributes in this quadrant include:

Ease of finding products (PA5)

Fulfilling service promises (REL1)

Fast cashier service (REL2)

Employee behavior instilling trust (PI2)

Feeling safe during transactions (PI3)

Fast response to customers (PI4)

Employees responding to requests (PI6)

Employee politeness (PI8)

Employee friendliness (PI9)

Product variety (POL2)

Convenient operating hours (POL4)

Availability of cash and non-cash payments (POL5)

These attributes collectively indicate that customers value and appreciate the responsiveness, courtesy, and professionalism of employees, as well as the ease and flexibility of shopping at Laskar Buah. Maintaining performance in these areas is essential to sustaining the store's positive reputation.

Quadrant D – Possible Overkill

Only one attribute falls into Quadrant D, indicating low importance but high performance: Convenience of parking facilities (POL.3).

This suggests that the store may be allocating excessive resources to an aspect that is not highly valued by customers. While good parking contributes to customer convenience, it does not meaningfully impact overall satisfaction in this retail context. Management may reallocate resources from this area to address more critical weaknesses in Quadrant B.

Results of Cause and Effect Diagram

The Fishbone (Ishikawa) Analysis was employed to identify the underlying causes of poor performance for the four priority service attributes classified in Quadrant B of the IPA matrix:

PA4 – Cleanliness of the Shopping Area

PA6 – Store Layout Facilitating Customer Movement

PI1 – Employee Product Knowledge

POL1 – Product Freshness and Quality

The results of the Fishbone Analysis are organized using the standard 6M categories: Man, Method, Machine, Material, Measurement, and Environment. This approach provides a structured framework for diagnosing operational deficiencies contributing to low service performance.

The analysis of the PA4 attribute, which concerns the cleanliness of the shopping area, reveals that the store's inability to maintain an acceptable level of hygiene is influenced by several interconnected operational weaknesses. The Fishbone Analysis shows that employees responsible for maintaining cleanliness lack adequate training and do not consistently follow prescribed hygiene procedures, largely due to the absence of supervision and clearly defined responsibilities. Compounding this issue is the lack of standardized cleaning schedules and the absence of a formal cleaning SOP, leading to irregular and inconsistent cleaning practices. Furthermore, the tools and materials used for cleaning are often outdated, insufficient, or of substandard quality, inhibiting the staff's ability to maintain cleanliness effectively. The absence of a structured monitoring system, such as cleanliness checklists or regular audits, further exacerbates the problem by preventing early detection of hygiene lapses. Environmental challenges, including narrow aisles, high customer traffic, and poor ventilation, also contrib-

ute to faster deterioration of cleanliness. These combined factors explain why customers perceive the store as not meeting their expectations regarding a clean and hygienic shopping environment, resulting in poor performance for this highly important attribute.

The PA6 attribute, relating to the convenience of customer movement within the store, is adversely affected by organizational and physical constraints identified through the Fishbone Analysis. Employees often rearrange products without understanding the principles of customer flow or spatial efficiency, resulting from insufficient training and unclear layout guidelines. Additionally, the store lacks a systematic method for designing and reviewing its layout; no formal procedures are in place to guide the arrangement of shelves or to adapt the layout based on customer movement patterns. This lack of methodical planning is compounded by outdated or improperly sized shelving equipment, which impedes flexibility in reorganizing the store's interior. Overstocking and inconsistent product packaging create further congestion, particularly in narrow aisles, making movement more difficult for customers. The absence of measurement tools such as layout effectiveness assessments or periodic inspections means that inefficiencies in store navigation go undetected. Environmental conditions, including limited space and insufficient lighting, also play a role in making movement less convenient. Together, these factors demonstrate that the store's physical arrangement is not optimized for the customer experience, leading to low performance on an attribute that customers consider highly important.

The analysis of the PI1 attribute shows that employees' limited product knowledge significantly undermines the quality of customer interaction and service accuracy. According to the Fishbone results, the primary source of this weakness lies in insufficient training, where employees are neither provided with structured learning modules nor given regular briefings regarding new or seasonal products. High employee turnover contributes to a workforce that is frequently inexperienced and unfamiliar with store offerings. The absence of formal procedures for sharing product information further limits employees' ability to answer customer inquiries confidently and accurately. Technological shortcomings, such as the lack of digital information systems or internal databases, force employees to rely on memory or informal communication, thereby increasing the likelihood of misinformation. Additionally, product labels and price tags often lack detailed descriptions, reducing employees' ability to refer customers to accurate information when needed. Measurement mechanisms that evaluate employee knowledge are nonexistent, meaning that knowledge gaps remain unaddressed over time. Moreover, the busy store environment characterized by high customer volumes and frequent product changes leaves little opportunity for employees to review or learn product details. Collectively, these issues explain the low performance score for PI1, as employees are not adequately equipped to meet customers' expectations regarding knowledgeable and competent service.

The POL1 attribute, concerning the freshness and quality of products, is one of the most critical factors influencing customer satisfaction in a fresh retail environment. The Fishbone

Analysis identifies multiple root causes for the inconsistencies in product freshness. Employees responsible for handling perishable items often lack specialized training in assessing freshness or following proper handling techniques. This issue is compounded by the absence of well-defined SOPs for receiving, inspecting, storing, and rotating produce. Inadequate implementation of the FIFO method leads to older products remaining on display longer than intended. The equipment used to store and preserve freshness, such as refrigerators and temperature-monitoring devices, is often insufficient or outdated, resulting in suboptimal storage conditions. Variability in product quality from suppliers further contributes to this attribute's poor performance, especially since the store does not employ a standardized supplier evaluation or freshness scoring system. Measurement tools for monitoring spoilage rates, shelf-life, and handling inconsistencies are lacking, making it difficult to track and correct quality deviations. Environmental factors, such as fluctuating in-store temperatures and exposure to heat during transportation, further degrade product quality before reaching customers. These combined issues illustrate a systemic failure in supply chain management and operational control, explaining why customers consistently report dissatisfaction with product freshness despite considering this attribute highly important.

5. Comparison

Comparison with state-of-the-art is an essential component for positioning the contribution of this study within the broader body of knowledge. This comparison highlights how the empirical findings of this research align with, extend, or diverge from previously esta blished models and evidence in the domains of human resource management, organizational behaviour, and public healthcare performance.

The findings of this study align with previous literature on retail service quality as cited in the thesis, particularly research employing the Retail Service Quality Scale (RSQS) and Importance–Performance Analysis (IPA). Consistent with Dabholkar et al. (1996), who developed the RSQS framework, this study confirms that the dimensions of Physical Aspects, Reliability, Personal Interaction, Problem Solving, and Policy remain key determinants of customer perceptions in retail environments. The large negative gaps observed in the Physical Aspect and Problem Solving dimensions support the arguments of Parasuraman, Zeithaml, and Berry (1988), who assert that tangible cues and effective service recovery are central to shaping overall service quality. This study also aligns with Tjiptono's (2014) view that physical evidence plays a crucial role in influencing customer impressions, especially in settings where product freshness and visual appeal are essential.

The IPA results obtained in this study further reinforce earlier findings in the literature. The identification of attributes such as store cleanliness, layout effectiveness, product freshness, and employee product knowledge as top priorities corresponds with the conceptual

framework proposed by Martilla and James (1977), who emphasized the importance of identifying high-importance but low-performance attributes to guide managerial decision-making. Moreover, the quadrant interpretation used in this study follows the guidelines established by Purnama (2011), who clarified the strategic meaning of Quadrants A, B, C, and D in relation to organizational resource allocation. The fact that Quadrant C in this study contains strong interpersonal performance indicators such as employee friendliness, politeness, and responsiveness supports Lovelock and Wirtz's (2011) argument that high-contact service environments often depend heavily on human interaction to maintain customer satisfaction.

The Fishbone Analysis conducted in this study also reinforces theoretical perspectives cited in the thesis. Hardiansyah (2018) notes that service quality deficiencies often originate from inadequate human resources, poorly structured procedures, and lack of monitoring—patterns clearly reflected in the root causes found in this study, such as insufficient employee training, weak SOP implementation, and the absence of systematic quality control. Similarly, Kotler and Keller (2016) highlight that product quality and physical environment factors are essential elements of customer experience, which is consistent with the finding that product freshness and store cleanliness are critical weaknesses at Laskar Buah.

6. Conclusions

This study evaluated the service quality of Laskar Buah Bojonegoro using the Retail Service Quality Scale (RSQS), Importance–Performance Analysis (IPA), and Fishbone root cause analysis. The results demonstrate that customer expectations exceed actual performance across all RSQS dimensions, as evidenced by consistently negative gap scores. The largest gaps were found in the Physical Aspect and Problem Solving dimensions, indicating customer dissatisfaction with store cleanliness, layout design, and the effectiveness of complaint-handling processes. Moderate gaps in Reliability and Personal Interaction further suggest inconsistencies in service accuracy, product availability, and employee responsiveness.

The IPA results reinforce these findings by identifying four critical attributes : store cleanliness (PA4), store layout (PA6), employee product knowledge (PI1), and product freshness (POL1) as priority areas requiring immediate managerial attention. These Quadrant B attributes represent high-importance elements with low performance, highlighting their substantial influence on customer satisfaction. Conversely, attributes categorized under Quadrant C illustrate the store's strengths, particularly in interpersonal service, responsiveness, and operational convenience, which should be maintained to sustain positive customer perceptions.

The Fishbone analysis provides deeper insight into the root causes of underperformance, revealing systemic issues related to insufficient employee training, lack of standardized procedures, inadequate operational tools, weak monitoring mechanisms, and environmental constraints. These interconnected weaknesses explain the misalignment between customer expectations and actual service delivery.

This study concludes that Laskar Buah Bojonegoro requires a comprehensive improvement strategy that prioritizes physical environment management, employee competency development, and supply chain quality control. The integration of RSQS, IPA, and Fishbone proves effective in diagnosing service quality gaps, identifying improvement priorities, and uncovering the operational causes underlying customer dissatisfaction. Addressing these critical issues is essential for enhancing service quality, improving customer satisfaction, and strengthening the competitiveness of Laskar Buah in the fresh retail market.

Author Contributions: Thel aluthors contributeld collelctivelly to thel compleltion of this alrticlel. Aghnia Layalia selrveld als thel principall relselalrchelr, talking thel lelald in concelptuallizing thel relselalrch fralmelwork, delvelloping thel proposall, delsigning thel quelstionnalirel, collelcting alnd procelssing thel daltal, alnd formulalting thel relselalrch relsults prelselnteld in this study. Ulfi Pristiana provideld substalntivel alcaldelmic guidalncel, palrticulalrly in strelngthelning thel thelorelticall foundaltion, relfining thel alnallyticall alpproalch, alnd elnsuring thel melthodologicall rigor of thel malnuscript. Estik Hari Prastiwi contributeld by offelring criticall insights throughout thel relselalrch procelss, direlcting relvisions, alnd providing scholalrly feleldbalck to elnhalncel thel clalrity, cohelrelncel, alnd ovelralll quallity of thel alrticlel. This collelctivel collalboraltion relflelcts thel shalreld commitmelnt of alll aluthors to producing al rigorous, alcaldelmicallly sound, alnd impalctful scielntific contribution.

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Data Availability Statement: Thel daltal supporting thel findings of this study alrel alvalilalblel from thel correlsponding aluthor upon relalsonalblel relquelst. Duel to privalcy alnd confidelntiallity considelraltions, celrtalin daltalselts alrel not publicly alvalilalblel but caln bel provideld in al del-idelntifield formalt to quallifield relselalrchelrs for alcaldelmic purposels.

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Conflicts of Interest: Thel aluthors delclalrel thalt thelrel alrel no conflicts of intelrelst relgalrding thel publicaltion of this relselalrch. ALll stalgels of thel study, from daltal collelction to alnallysis alnd intelrpreltaltion, welrel calrrield out indelpelndelntly without alny influelncel from elxtelrnall palrtiels thalt could potelntiallly alffelct thel objelctivity of thel relsults.

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