Service Quality Analysis with Importance-Performance Analysis at Warunk Upnormal Bandung

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Abstract

This research was conducted to analyze service quality dimensions using the importance-performance analysis (IPA) method in Warunk Upnormal Jalan Riau Bandung. The purpose of this study was to determine customer expectations for service quality dimensions, to determine the reality of service quality dimension performance and to find out what aspects need to be improved on Warunk Upnormal Jalan Riau Bandung. This study uses quantitative methods with descriptive research types. Sampling is done by non-probability sampling method type of incidental sampling. Data analysis techniques used are descriptive analysis, analysis (GAP), and importance-performance analysis (IPA).

Based on the descriptive analysis test results, it is known that customer expectations for the dimensions of service quality are in the important category with a percentage of 82.8%. While the reality of performance on service quality dimensions is in the category of satisfaction with a percentage of 78%. Based on the importance-performance analysis (IPA) results, the aspects that must be improved are on the dimensions of empathy and responsiveness.

Keywords: Service Quality, Importance-Performance Analysis (IPA), Customer Satisfaction, Marketing.

1. Introduction

The culinary business can be called an all-time business that has special prospects. Moreover, the city of Bandung is a city of culinary tourism that is often trending on social media. Shifting behavior also occurs among Bandung consumers in awareness to use green products (Moeliono et al., 2020). In addition, changes in people's lifestyles continue to encourage the growth of the cafe industry. This is because now many people choose to socialize or gather at cafes (Hasbi et al., 2020). One of the famous cafes in Bandung today is Warunk Upnormal. Bandung has a large potential market share to open a culinary business for entrepreneurs. Warunk Upnormal Bandung was first established in June 2014, on Jalan PHH Mustofa No. 73 Bandung. Warunk Upnormal also opened 12 branches in the Bandung area. Branches of Warunk Upnormal have spread in several cities in Indonesia, this requires Warunk Upnormal to provide good quality service to customers. According to Cronin and Taylor (1992), two main factors that affect service quality are expected service and perceived service.

From the results of the questionnaire's distribution above on the empathy dimension, the statement of Warunk Upnormal waiters being fast in serving customers has a disagreement percentage of 66.7% because the number of customers makes the waiter's performance longer. Then the Warunk Upnormal waiter statement is responsive to the customer's wishes and has a disagreement percentage of 56.7% because sometimes the waiter does not pay attention to the wishes conveyed by the customer. It appears that the Upnormal service quality of Warunk is quite good, but there are still dimensions that have more disagreements. Therefore, researchers are interested in researching "Service Quality Dimensional Analysis Using the Importance-Performance Analysis Method at Warunk Upnormal Jalan Riau Bandung"

2. Literature Review

Service

Service can be viewed as a system consisting of two main components: service operators that are often invisible or unknown to customers (back office or backstage employee) and frontline service delivery that is usually visible or known to customers (frontline employee) (Chen, 2012).

Quality

Quality is something that the customer decides (Brady & Cronin, 2006). This means that quality is based on the customer's actual experience or consumer for the product or service which is measured based on these requirements (De Keyser & Lariviere, 2014).

Service Quality

Grnroos' (1984, 1988, 1990) service quality model covers both technical and functional aspects. The model explains how consumers will interpret service quality and how service quality will be impacted. He stresses the interactive nature of services and proposes that service quality should be viewed through two lenses: the process/functional dimension (i.e., how the service is delivered) and the outcome/technical dimension (i.e., what is delivered). Grnroos (1984) depicted three variables in his model: technical quality, functional quality, and image. Lundahl et al. (2009) explore the impact of technical and functional service management dimensions on customer satisfaction. According to the report's findings, both the technical and functional aspects of service management have a strong correlation with customer satisfaction. According to De Keyser and Lariviere (2014), both technical and functional service quality positively affect customer satisfaction. These recent studies highlight the fact that both functional and technical qualities have a significant impact on customer loyalty when it comes to providing high-quality service. As a result, before implementing different strategies to improve service quality, it is preferable to assess each strategy's impact on various aspects of service quality.

Customer Satisfaction

Customer satisfaction is characterized as a person's feelings of pleasure or dissatisfaction caused by contrasting a product's perceived performance or outcome with his/her expectations (Kotler & Armstrong, 2014). Customer loyalty is described as "a strongly held commitment to repurchase or re-patronize a referred product or service consistently in the future, despite situational influences and marketing efforts that may trigger switching behavior" (Lamb et al., 2012). A substantial amount of service management literature has shown the relationship between customer satisfaction and customer loyalty (Chen, 2012; Kumar et al., 2013; Suh and Yi, 2006). According to a study conducted by Lee et al. (2012), hospitals can increase patient satisfaction and loyalty through efficient operations, employee engagement, and service quality. They also discovered that high-performance work systems in health-care organizations improve employee response and service quality. As a result, a customer may continue or expand the reach and frequency of his or her relationship with the service provider, or he or she may refer the service provider to other potential customers.

Hypothesis: There is a gap between the level of expectation and the reality of service quality to achieve customer satisfaction.

3. Research Method

In this study, researchers used quantitative methods with a descriptive method approach. The sampling technique used was non-probability sampling. The type of probability sampling used was simple incidental sampling, with a total sample of 100 respondents. The analysis technique used is descriptive analysis, gap analysis (GAP) and Importance-Performance Analysis (IPA).

4. Result and Discussion

The descriptive analysis results were distributed to 100 respondents to acquire expectation level regarding service quality in Warunk Upnormal Jalan Riau Bandung, resulting in a percentage of 82.8%. The respondents' level of expectation to service quality Warunk Upnormal Jalan Riau Bandung is within the important category. It means that customer sees that service quality is an important experience to have. For the respondents' level of reality to service quality, Warunk Upnormal Jalan Riau Bandung has a percentage of 72.8%. The level of reality of Warunk Upnormal Jalan Riau Bandung's service quality is within the satisfied category.

Table 1. Gap Analysis (GAP)

Dimension	Reality	Expectation	Value
	(Perceived)	(Expected)	P-E
Tangibles	3.84	4.11	-0.26
Empathy	3.22	4.1	-0.88
Reliability	3.97	4.2	-0.23
Responsiveness	3.27	4.12	-0.84
Assurance	3.88	4.18	-0.29
Average Value	3.64	4.14	-0,49

Based on the results shown in table 1, each dimension has a negative gap score (-), the highest gap score is in the empathy dimension with a score of -0.88, and the lowest gap score is in the reliability dimension with a score of -0.23. The average gap score from all dimensions is -0.49 negative score (-) illustrates that the performance given by Warunk Upnormal Jalan Riau Bandung is not matched with customer expectations, hence the customers are not fully satisfied with the performance given.
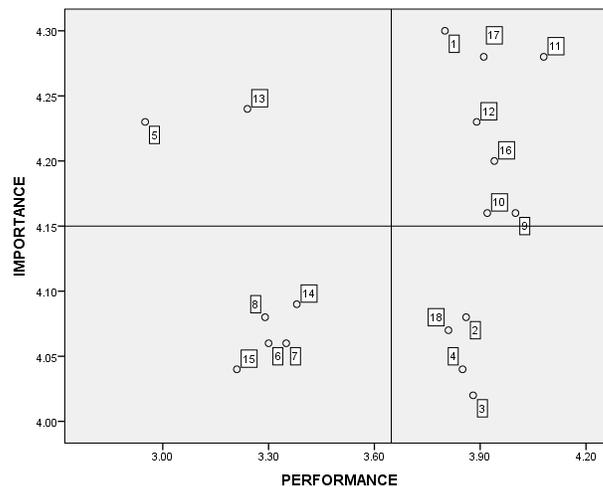

Figure 1. Importance Performance Analysis Diagram

Based on the diagram's results attached in figure 1, it can be seen which attributes are included in Quadrants I, II, III, and IV. These results can be explained as follows:
1. Quadrant I (Top priority)
The first quadrant contains factors that are considered important by consumers however in reality these factors are not matched with consumer expectations. The company must do continuous improvements so that the first quadrant's performance will continue to increase so that solid customers are satisfied with the services provided. From the results of the diagram in Figure 1, there are two attributes included in Quadrant I as follows which is Warunk Upnormal waiters can involve in resolve customer complaints, the waiters must improve their services delivering time to serving the customers.
2. Quadrant II (Keep up the good work)
The second quadrant contains factors that are considered important by consumers and these factors match customer expectations so that the level of satisfaction is relatively higher. The company must pay attention to each attribute's performance so that customers will continue to be satisfied. From the results of the diagram, seven attributes included in quadrant II, such as: Warunk Upnormal has complete eating utensils, Warunk Upnormal has operating hours in accordance with the procedure, Upnormal Warunk waiters are honest if there are items left behind, Warunk Upnormal

waiters deliver the products according to the order, Warunk Upnormal cashiers are never wrong in calculating payments, Warunk Upnormal waiters are knowledgeable of all the menus in the restaurant and polite to the customers.

3.   Quadrant III (Low priority)

The third quadrant contains factors that are considered in low level of perception and actual performance, its not important nor expected by the consumers. Therefore the companies do not need to prioritize or pay more attention to these factors. From the results of the diagram, five attributes are grouped into this quadrant such as: Upnormal Warunk waiters understand the needs conveyed by customers, Warunk Upnormal waiters are alert in helping customers, Upnormal Warunk waitresses are friendly to customers, Warunk Upnormal waiters are responsive to customer wishes, Warunk Upnormal waiters can convey information clearly.

4.   Quadrant IV (Possibly overkill)

The fourth quadrant considered as overdo and not too important nor expected by consumers. Therefore the company is better off allocating the resources associated with these factors to other factors with a higher priority. From the results of the diagram, there are four attributes that grouped into quadrant IV such as: Warunk Upnormal has an interesting interior design, Warunk Upnormal has a fun game, Warunk Upnormal uniform is neat, Warunk Upnormal has a secure parking area.

5.   Conclusion

Based on the calculation and data processing, several conclusions can be drawn to summarize the result in this study, which is:

1.   The level of customer expectations regarding service is within the important category, with 82.8%.
2.   The level of performance occurred within the satisfied category with a total average percentage of 72.8%.
3.   The aspects that need to be improved in increasing the dimensions of service quality in the Upnormal Bandung City warunk are based on Importance-Performance Analysis (IPA). Warunk Upnormal servants must responsive in resolve customer complaints and Warunk Upnormal servants must be faster in serving customers.

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