# Implementation of Service Quality in Measuring Consumer Satisfaction with the IPA ( *Importance Performance Analysis* ) Method at Sumber Rejeki Gumukmas Stores Jember

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***ABSTRACT***

*At the moment the number of retail companies is growing rapidly. This condition makes a high level The competition between retailers in Gumukmas District, Jember and each company must have an effective strategy to survive in the retail business. In addition, a number of large companies also took the opportunity to expand their retail business, not only into the large size category but also into small size categories such as UD. Source of Fortune Gumukmas Jember. This can be a big challenge for Small and Medium Enterprises dealing with this situation. The purpose of this paper is to explain the priority importance of customer satisfaction factors in Sumber Rejeki Gumukmas Jember, as a strategy for companies to survive in the retail business. Data were collected by distributing questionnaires to 90 respondents, and processed using Importance-Performance Analysis (IPA) to compare customer expectations and company performance. There are six factors that companies should pay attention to and they are shown in the Cartesian Diagram.*

***Keywords: Service Quality, Customer Satisfaction, Importance Performance Analysis***

## 1. Introduction

The competition in the retail business today in Indonesia is very tight, as evidenced by the proliferation of retailers that are widespread throughout Indonesia, both locally, nationally and internationally. In almost every region of Indonesia, we can easily find retailers around us, both traditional retail and modern retail. Indonesia as one of the countries that has a high level of consumption of retail goods (www.okezone.com). So it is not surprising that retail companies both domestically and abroad are competing to invest in this sector. This situation shows that human nature tends to be consumptive, which means that customers always consume products or services in their daily lives. This behavior arises to meet diverse needs and also to follow trends that are developing in the market (www.okezone.com). . Based on Aprindo data, the value of modern retail sales from 2019 to 2021 can be seen in table 1.1:

Table 1.1: National Modern Retail Sales

| No | Year | Sales value |
|---|---|---|
| 1 | 2019 | Rp. 205 Trillion |
| 2 | 2020 | Rp. 212 Trillion |
| 3 | 2021 | Rp. 233 Trillion |

Source : 2021Aprindo

One of the business fields that are in great demand by entrepreneurs is fashion. Business competition in the fashion sector is very tight, especially in the clothing sector, marketers compete in offering merchandise (products sold) in various ways that are used to attract consumers to the goods sold by the company. Many marketers try to offer the latest clothing models that use quality materials, make special designs made by the store or the characteristics of the store, they even offer pocket-friendly (cheap) prices (Kotler, 2015). All choices depend on the consumers themselves, they prefer clothes with relatively expensive prices or low prices with okay quality. In carrying out business competition, marketers are expected to have high creativity in creating innovation, this becomes a very important consideration in business activities because with innovations made by marketers, they are able to make companies survive in a competition. Marketers must also provide a means for consumers to search for detailed information (Kotler, 2015). The problem that arises in the company is the way the company carries out activities in disseminating information to its consumers, because many consumers have doubts about the quality of a product and service/facility made by the company. Before making a purchase, this makes it difficult for consumers or even unable to distinguish product quality, whether high quality or low quality. Consumers will search for information about the brand in order to collect the information obtained so as to create efficient information. In this case the brand is able to provide convenience for consumers in collecting information on goods and services. The main benefit of searching for information is to reduce the risk in online shopping (Kotler, 2015).

The retail business, in this case the shopping center continues to grow in the districts in Jember Regency, including the Gumuk Mas District. Gumuk Mas is a sub-district at the western end of Jember Regency which has people who like to make purchases. This also encourages the continued emergence and development of shopping centers in the sub-district. The Sumber Fortune store in Gumuk Mas is a boutique business that has good prospects for the future. Sumber Rejeki is visited by many customers every day because the location of the boutique is right on the side of the Gumuk Mas highway, making it easier for customers to search and find the existence of the boutique. The prices set by Sumber Rejeki for each type of product tend to be affordable by consumers.

Sumber Rejeki's income is quite large per month for the last 5 months for the last 5 years. Considering that Sumber Rejeki's competition with other boutiques is quite tight, Sumber Rejeki always improves in terms of service in order to get as many consumers or customers as possible. The following is a source of fortune income from the last 5 years in 2021 which can be seen in table 1.2.

**Tabel 1.2: 2020 Gumuk Mas Fortune Source Sales Recapitulation**

| Year | Spending | Sale | Net profit | percentage |
|------|----------|------|-----------|------------|
| 2017 | Rp. 170.000.000,- | Rp. 225.000.000,- | Rp. 55.000.000,- | - |
| 2018 | Rp. 170.000.000,- | Rp. 227.000.000,- | Rp. 57.000.000,- | 25% |
| 2019 | Rp. 170.000.000,- | Rp. | Rp. 52.000.000,- | 23,5% |

| | | 222.000.000,- | | |
|---|---|---|---|---|
| **2020** | Rp. 170.000.000,- | Rp. 219.000.000,- | Rp. 49.000.000,- | 22% |
| **2021** | Rp. 170.000.000,- | Rp. 224.000.000,- | Rp. 54.000.000,- | 24% |

**Source: Sumber Rejeki Gumuk Mas 2021**

Based on the data from table 1.2 above, it is known that the net profit from Sumber Rejekis tends to be quite large. However, from 2018 to 2020, Sumber Rejeki's income decreased slightly. The data above is obtained from the author's interviews with the owners and employees of UD. Sumber Rejeki Gumuk Mas conducted on December 18, 2021. This is a problem from Sumber Rejeki that must be addressed immediately. Allegations of service quality are a factor in the amount of income from Sumber Rejeki. The quality of service which includes the lack of employees owned by Sumber Rejeki, employees who are not fast in responding to consumers, and the warranty period provided by the store are the causes of decreased consumer satisfaction resulting in decreased sales.

## 2. Literature review
### 2.1 Marketing manajement

Marketing broadly (Kotler, 2015) is a social and managerial process by which individuals or organizations obtain what they need and want through the creation and exchange of value with others. In a narrower business context, marketing involves creating profitable, value-laden exchange relationships with customers. Marketing is defined as the process by which companies create value for customers and build strong customer relationships, with the aim of capturing value from customers in return.

### 2.2 Costumer behaviour

Consumer behavior in the opinion (Kartikasari & Abadyo, 2013) is "Activities of individual activities that are directly involved in obtaining and using goods and services including the decision-making process in the preparation and determination of these activities".

Another opinion regarding consumer behavior was put forward by (Kartikasari & Abadyo, 2013) as follows: "consumer behavior is an action that is directly involved in obtaining, consuming, and coordinating products and services including the decision process that precedes and follows this action".

### 2.3 Service quality

(Kotler, 2015) expresses the notion of service, namely efforts to fulfill requests to specify products such as performance data, requests for details, processing purchase orders, order status investigations, and warranty services. Services are often referred to as services provided by the company, meaning that there is an act carried out by one party against another party. Service quality is the main or complementary activity that is not directly involved in the product manufacturing process, but places more emphasis on transaction services between buyers and

sellers (Yola & Budianto, 2016). According to (Yola & Budianto, 2016) Service quality is the level of excellence expected and control over the level of excellence will fulfill customer desires.

## 2.4 Costumer satification

Customer satisfaction is defined as the level of one's feelings after comparing the performance (or results) that he feels compared to his expectations (Kotler, 2015). The comparison between expectations and performance will produce feelings of pleasure or disappointment in the minds of customers. If performance matches or even exceeds expectations, the customer will feel happy or satisfied. Conversely, if the performance is below expectations, the customer will feel disappointed or dissatisfied. Customer satisfaction is the overall attitude shown by customers towards goods or services after they obtain and use (Parasuranman, 2016).. Customer satisfaction is also defined as a customer response, namely an assessment of the features of a product or service, even the product or service itself, which provides a level of pleasure in consuming related to meeting needs (Immanuel & Setiawan, 2020).

## 3. Metode penelitian
## 3.1 Identification of Research Variables

Research variables are everything in any form determined by the researcher to be studied so that information is obtained about it, then conclusions are drawn (Sugiyono, 2012). The method used in this research is IPA ( *Importance Performance Analysis* ) subvariable used as follows:

1. *Tangible*
2. *Reliability*
3. *Responsiveness*
4. *Assurance*
5. *Emphaty*

## 3.2 Data type
The data used in this study by type are as follows:
1. Primary Data

Primary data is data obtained directly from the original source.
2. Secondary Data

Secondary data is data obtained indirectly or through other parties, or historical reports that have been compiled in archives are published or not

## 3.3 Population nd sample

Population is the whole object. In this study, the population is Sumber Rejeki Gumuk Mas consumers. The sampling technique according to (Sugiyono, 2012) is depending on the number of indicators multiplied by 5 to 10. The number of samples in this study are:

There are 18 indicators used so that they can be formulated as follows:

Sample = 5 x number of indicators

= 5 x 18

= 90

So, based on the calculation of the formula above, the sample used was 90 respondents.

## 4. Results and Dicussion

### 4.1 Data validity testing

Validity test is used to test the extent to which the accuracy of the measuring instrument can reveal the concept of the phenomenon/event being measured. Questionnaire items are declared valid if the value of r count > r table (n-2). The complete validity test can be seen in table 4.11 below:

Table 4.17: Validity Test Results

| No | Variable/Indicator | r count | r table | Description |
|----|---------------------|---------|---------|-------------|
|    | Physical evidence |         |         |             |
| 1  | IP.1 | 0,736 | 0,2072 | Valid |
| 2  | IP.2 | 0,876 | 0,2072 | Valid |
| 3  | IP.3 | 0,788 | 0,2072 | Valid |
|    | reliabylity |  |  |  |
| 1  | IP.4 | 0,814 | 0,2072 | Valid |
| 2  | IP.5 | 0,787 | 0,2072 | Valid |
| 3  | IP.6 | 0,773 | 0,2072 | Valid |
|    | responsiveness |  |  |  |
| 1  | IP.7 | 0,795 | 0,2072 | Valid |
| 2  | IP.8 | 0,823 | 0,2072 | Valid |
| 3  | IP.9 | 0,770 | 0,2072 | Valid |
|    | guarante |  |  |  |
| 1  | IP.10 | 0,762 | 0,2072 | Valid |
| 2  | IP.11 | 0,849 | 0,2072 | Valid |
| 3  | IP.12 | 0,813 | 0,2072 | Valid |
|    | Empathy |  |  |  |
| 1  | IP.13 | 0,750 | 0,2072 | Valid |
| 2  | IP.14 | 0,818 | 0,2072 | Valid |
| 3  | IP.15 | 0,806 | 0,2072 | Valid |
|    | Costumer satification |  |  |  |
| 1  | IP.16 | 0,757 | 0,2072 | Valid |
| 2  | IP.17 | 0,875 | 0,2072 | Valid |
| 3  | IP.18 | 0,792 | 0,2072 | Valid |

Source: Appendix VI

From table 4.11 it can be seen that the correlation between each indicator to the total construct score of each variable shows valid results, because r count > r table. So it can be concluded that all statement items are declared valid.

### 4.2 Data Reliability Test

Reliability test is used to test how far the reliability of a measuring instrument can be used again for the same research . Reliability testing in this study is to use the alpha formula. The results of reliability testing for each variable are summarized in table 4.12 below:

Table 4.18: Reliability Test Results

| No | Variable | Alpha count | Alpha standard | Information |
|----|----------|-------------|----------------|-------------|
| 1  | Physical Evidence | 0.720 | 0.600 | Reliable |

| | | | | |
|---|---|---|---|---|
| 2 | Reliability | 0.707 | 0.600 | Reliable |
| 3 | Responsiveness | 0.710 | 0.600 | Reliable |
| 4 | Guarantee | 0.720 | 0.600 | Reliable |
| 5 | Empathy | 0.699 | 0.600 | Reliable |
| 6 | Customer satisfaction | 0.727 | 0.600 | Reliable |

<p style="text-align:center">Source: Appendix VI</p>

The results of the reliability test indicate that all variables have sufficient Alpha coefficients or meet the criteria to be said to be reliable, namely above 0.600, so that the items in each of these variable concepts are suitable to be used as measuring tools.

## 4.3 IPA Analysis (*Importance Performance Analiysis*)

Following is a table of the results of the calculation of the IPA analysis which can be seen in table 4.19:

<p style="text-align:center"><b>Table 4.19: IPA Calculation Results</b></p>

| No | Indicator *Importance* | Indicator *Performance* | *Importance* | *Performance* |
|---|---|---|---|---|
| 1 | I1 | P1 | 4.2 | 4.19 |
| 2 | I2 | P2 | 4.29 | 4.3 |
| 3 | I3 | P3 | 4.26 | 4.24 |
| 4 | I4 | P4 | 4.26 | 4.27 |
| 5 | I5 | P5 | 4.28 | 4.29 |
| 6 | I6 | P6 | 4.24 | 4.24 |
| 7 | I7 | P7 | 4.2 | 4.21 |
| 8 | I8 | P8 | 4.32 | 4.33 |
| 9 | I9 | P9 | 4.28 | 4.29 |
| 10 | I10 | P10 | 4.18 | 4.19 |
| 11 | I11 | P11 | 4.21 | 4.2 |
| 12 | I12 | P12 | 4.27 | 4.26 |
| 13 | I13 | P13 | 4.28 | 4.29 |
| 14 | I14 | P14 | 4.23 | 4.22 |
| 15 | I15 | P15 | 4.23 | 4.24 |
| 16 | I16 | P16 | 4.27 | 4.28 |
| 17 | I17 | P17 | 4.27 | 4.26 |
| 18 | I18 | P18 | 4.25 | 4.26 |
| | Average | | 4.25 | 4.26 |
| | Total | | 76.52 | 76.56 |

<p style="text-align:center"><b>Source: Primary Data Processed 2022</b></p>

Based on table 4.19 above for the level of a performance on the attributes

The very good performance is attribute number P8, namely " There is a willingness from the officers to serve customers ." This can be seen from the average performance that gets a high score of 4,33 . This means UD. Sumber Rejeki really cares about their customers. While the lowest attribute of its performance is attribute number P10, namely "Customers trust UD officers. Source of fortune." Where this can be seen from the performance value of the attribute itself which is the lowest, namely 4.18. Therefore the quality of service from UD. Sumber Rejeki needs to be improved so that consumers have more confidence.

Judging from the level of importance based on the table above, the attribute that consumers think is very important is attribute I8, namely " There is a willingness from the officers to serve customers ." from this it can be seen that one of the main and important is the willingness of employees to serve consumers, because this will also increase consumer comfort. Meanwhile, the attribute with the lowest importance value is attribute number I1 with a total importance of 4.19, namely "Officer UD. The source

of fortune is neat and polite." customers assume that this attribute needs to be further improved its importance which is still below the standard assessment of 90 respondents or consumers this is because it can affect customer satisfaction UD. Source of fortune.

The results of this study have an average value of a service quality attribute that can be seen from most of the service quality attributes in quadrant I as many as 0 attributes, quadrant II as many as 8 attributes, quadrant III as many as 8 attributes, quadrant IV as many as 2 attributes, for more details can be seen in the image below. The following is the result of a Cartesian diagram can be seen in Figure 4.2:

**Figure 4.2: Cartesian Diagram Results**
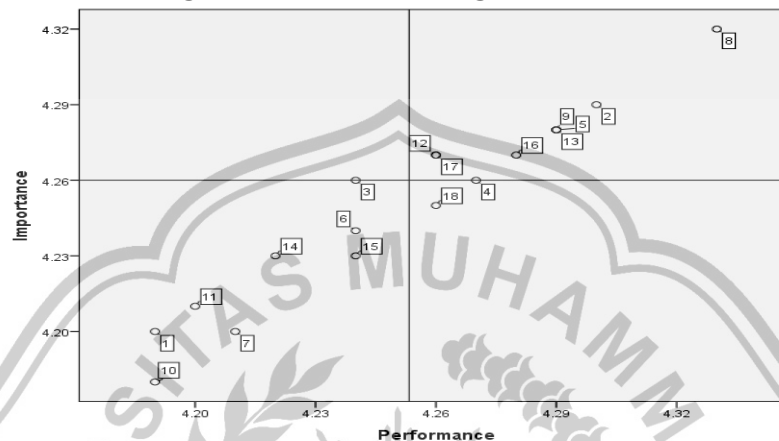


**Source: Primary Data Processed 2022**

**Information:**
**Quadrant I (Top Priority)**

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**Quadrant II (Maintain Achievement)**
**In Indicator 2** , consumers assume that the tools and equipment used by Sumber Rejeki Gumuk Mas employees are in accordance with the wishes of consumers, so they need to be maintained
**In Indicator 5** , consumers assume that Sumber Rejeki if there is a problem, the Sumber Rejeki Gumuk Mas officer will immediately address it. So that it helps consumers when they have problems.
**In Indicator 8** , consumers feel that Sumber Rejeki has a willingness from the officers to serve customers. So officers do not need to be ordered or reprimanded so that they work on their own volition factors so they need to be maintained.
**In Indicator 9** consumers feel that information is given clearly so that consumers do not need to understand the information for too long and make it easier for consumers to understand.
**In Indicator 12** , consumers feel that Sumber Rejeki Gumuk Mas has a good image in the eyes of customers which means it is good to be trusted by consumers and needs to be maintained.
**In Indicator 13** , consumers assume that the Sumber Rejeki Gumuk Mas Officer treats customers with full attention so as to make consumers comfortable and can become consumer satisfaction itself.
**In Indicator 16** consumers think always feel satisfied with all the services provided by Sumber Rejeki Gumuk Mas, because Sumber Rejeki has a very important priority if it demands customer satisfaction. So consumers think like that.
**In Indicator 17** , consumers feel very satisfied with the Sumber Rejeki Gumuk Mas service which makes consumers feel very well served.

**Quadrant III (Low Priority)**
**In Indicator 1** , consumers think that the Sumber Rejeki Gumuk Mas officer has a neat and formal appearance and is considered less important, this indicator is in priority III.
**In Indicator 3** consumers think that the employees of Sumber Rejeki Gumuk Mas have an ID card that is considered less important and expected by consumers.
**In Indicator 6** consumers feel Handling problems done in a professional manner is deemed less important and expected. The most important thing is that consumer problems are resolved properly, they don't need to be handled excessively
**In Indicator 7** consumers think Sumber Rejeki Gumuk Mas officers are always ready to serve customers who are deemed too excessive, so that consumers do not place much importance on or expect this.
**In Indicator 10** , consumers feel less concerned about trusting the Sumber Rejeki Gumuk Mas officers
**In Indicator 11** , consumers feel safe when making transactions with Sumber Rejeki Gumuk Mas officers who are considered less important
**In Indicator 14** , consumers feel that it is easy to contact Sumber Rejeki Gumuk Mas which is less important in the services provided by Sumber Rejeki.
**In Indicator 15** consumers feel less important Sumber Rejeki Gumuk Mas officers always prioritize the interests of customers, the most important thing is to be served well.

**Quadrant IV (Excess)**
**In Indicator 4** consumers feel that the indicator is too excessive. However, the Sumber Rejeki Gumuk Mas officer has the ability to handle customer complaints, it's good

**Indicator 18** consumers feel that the indicator is too excessive. that have recommended Sumber Rejeki Gumuk Mas to others.

### 4.4  Discussion

From the above test, it can be seen that in Quadrant I, there are no indicators that are included in Quadrant I which have top priority. This quadrant describes the factors that are considered important and expected by consumers, but the performance of Sumber Rejeki has not provided optimal satisfaction to what consumers expect, thus making consumers feel disappointed. Therefore, the Source of Fortune must improve the factors that are considered important and expected by consumers and need to evaluate so that there are indicators that are in the main priority or quadrant I.

Attributes that are in quadrant II where the attributes that are considered important by the customer or respondent and the implementation of a performance is in accordance with what is expected by the customer where these attributes must be maintained because they are the advantages of a service quality provided these attributes include:

A. Indicator 2 consumers assume that the tools and equipment used by Sumber Rejeki Gumuk Mas employees are in accordance with the wishes of consumers so they need to be maintained

B. Indicator 5 consumers assume that the Sumber Rejeki party if there is a problem will be immediately addressed by the Sumber Rejeki Gumuk Mas officer. So that it helps consumers when they have problems.

C. 8 . indicator consumers feel that Sumber Rejeki has a willingness from the officers to serve customers. So officers do not need to be ordered or reprimanded so that they work on their own volition factors so they need to be maintained.

D. 9 indicator consumers feel that information is given clearly so that consumers do not need to understand the information for too long and make it easier for consumers to understand.

E. 12 indicator consumers feel that Sumber Rejeki Gumuk Mas has a good image in the eyes of customers which means it is good for consumers to trust and needs to maintain its image

F. Indicator 13 consumers assume that the Sumber Rejeki Gumuk Mas officer treats customers with full attention so as to make consumers comfortable and can become consumer satisfaction itself.

G. 16 . indicator consumers think always feel satisfied with all the services provided by Sumber Rejeki Gumuk Mas, because Sumber Rejeki has a very important priority if it demands customer satisfaction. So consumers think like that.

H. 17 . indicator consumers feel very satisfied with the Sumber Rejeki Gumuk Mas service which makes consumers feel very well served.

The indicators above are in Quadrant II because there are factors that are considered the most desired by consumers and this quadrant is the quadrant most expected by consumers, these attributes are in accordance with what they feel and as factors that are considered important and expected as factors supporting consumer satisfaction so that Sumber Rejeki is obliged to maintain these performance achievements. Consumers feel that the indicators above are things that need to be considered in their implementation and it is proven in the findings above that the indicators chosen by consumers are important things in a company, so consumers choose these indicators through the questionnaire that has been given.

Attributes that are in quadrant III where these attributes are considered less important by customers and in fact the implementation is not too special, these attributes include:

A. Indicator 1 Consumers think that the Sumber Rejeki Gumuk Mas Officer who looks neat and formal is considered less important, this indicator is in priority III

B. 3 indicator consumers think that the employees of Sumber Rejeki Gumuk Mas have an ID card that is considered less important and expected by consumers.

C. 6 . indicator consumers feel Handling problems done in a professional manner is deemed less important and expected. The most important thing is that consumer problems are resolved properly, they don't need to be handled excessively

D. 7 . indicator consumers think Sumber Rejeki Gumuk Mas officers are always ready to serve customers who are deemed too excessive, so that consumers do not place much importance on or expect this.

E. 10 indicator consumers feel less concerned about trusting the Sumber Rejeki Gumuk Mas officers

F. 11 indicator consumers feel safe when making transactions with Sumber Rejeki Gumuk Mas officers who are considered less important

G. 14 indicator consumers feel that it is easy to contact Sumber Rejeki Gumuk Mas which is considered less important in the services provided by Sumber Rejeki.

H. 15 indicator consumers feel less concerned Sumber Rejeki Gumuk Mas officers always prioritize the interests of customers, the most important thing is to be served well.

The indicators above are in Quadrant III because there are factors that are considered to have a low level of perception or actual performance and are not too important or not too expected by consumers so that companies do not need to prioritize or pay attention more on these factors. Consumers feel that the indicators above are lacking in performance and are not too important and needed by consumers.

Attributes that are in quadrant IV where these attributes are considered less important by customers and in fact the implementation is too excessive, these attributes include:

A. 4 . indicator consumers feel that the indicator is too exaggerated. However, the Sumber Rejeki Gumuk Mas officer has the ability to handle customer complaints, it's good

B. 18 indicator consumers feel that the indicator is too exaggerated. that have recommended Sumber Rejeki Gumuk Mas to others

The indicators above are in Quadrant IV because there are factors that are considered not too important, excessive in their implementation and not too expected by customers so that the company is better at allocating resources related to these factors to other factors that have a higher priority level. Consumers feel that the indicators above are too excessive in their implementation and are proven by the findings above, that these indicators are in quadrant IV.

## 5. Conclusion

From the calculation of the level of consumer satisfaction can be seen that the level of consumer satisfaction UD. Sumber Rejeki Gumukmas 70 ,87 % satisfied with the quality of service provided by UD. Sumber Rejeki with the IPA method. This result is right in quadrant II, which means that service quality attributes should be maintained to meet customer satisfaction.

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