

Service Quality Analysis with Servqual Integration Approach and Importance Performance Analysis (IPA) to Increase Customer Satisfaction at Radja Mart Minimarket

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Article Information	ABSTRACT
Article History Received : February 11, 2025 Revised : March 10, 2025 Published : April 04, 2025 Keywords: <i>Quality of Service;</i> <i>Customer Satisfaction;</i> <i>Servqual;</i> <i>IPA.</i>	Radja Mart minimarket faces the problem of mismatch between customer expectations and the quality of service provided. This study aims to measure the level of customer satisfaction with Radja Mart's services, analyze factors that affect service quality with the Servqual and Importance Performance Analysis (IPA) methods, and determine the priorities for improvements that need to be made. The study findings indicate that Radja Mart's service quality does not yet fully meet customer expectations, as evidenced by an average Servqual score of $0.94 < 1$, which means that there is still a lack of service quality provided by Radja Mart. The Cartesian chart analysis identified the E3 attribute response to customer complaints and suggestions identified as the top priority for enhancement. To improve service quality, Radja Mart should implement concrete measures such as regular employee training to enhance responsiveness and customer engagement. Furthermore, establishing a structured feedback mechanism will enable management to monitor customer concerns and promptly address service gaps. By focusing on these targeted improvements, Radja Mart can increase customer satisfaction, minimize complaints, and strengthen its market competitiveness.

INTRODUCTION

Minimarkets have become an integral part of modern people's lives, especially in urban areas. The competition for minimarket businesses at this time is getting tighter, as evidenced by the number of minimarkets that are built and adjacent on every road (Kristina et al., 2021). However, with the increasingly fierce competition in the retail industry, minimarkets are required to continue to improve the quality of their services so that they remain relevant and able to maintain customer loyalty (Wibowo & Ardhi, 2019). Customer satisfaction and dissatisfaction are customer responses to the gap with what is perceived between previous expectations and the actual performance perceived by the wearers (Saiba & Wahyu Eko Cahyono, 2024). Based on the survey data revealed, 15.7% lacked speed in picking up the requested products, 21.3% felt less disturbed by employees during shopping, and 22.2% of customer complaints and suggestions were not responded to with attention and seriousness. These findings show that Radja Mart must prioritize service improvement, especially in responsiveness, employee engagement, and build a structured feedback mechanism, to improve customer satisfaction and strengthen its competitiveness in the minimarket industry.

Problems related to services at Radja Mart are related to bad experiences experienced by customers due to the inability of employees to meet customer expectations. Some of the services

provided by Radja Mart are quite good, but there are still certain aspects that have not fully met customer expectations. There are indications that the level of customer satisfaction at Radja Mart is still not optimal. This can be caused by several factors, such as unfriendly service, limited product variety, or uncomfortable physical condition of the minimarket (Pranata & Suharyanto, 2020). The existence of a large minimarket that has superior resources, Radja Mart needs to increase its competitiveness to survive and develop more.

Servqual calculates the gap between customer expectations and perceptions. Each method has advantages and limitations that need to be adjusted to the needs (Inado Grace Simarmata, 2019). This method was chosen because it has been proven to be effective in determining customer responses to the services provided and attributes that need to be improved to maximize user satisfaction related to services (Jazuli et al., 2020). The integration of these two methods is designed to complement each other so that it can produce more optimal and accurate analysis (Laelatul Fitria, Nurul Janatim Majid, 2020). Servqual and IPA methods measure customer satisfaction levels while providing recommendations and evaluations that are useful for companies in formulating strategies to improve service quality and customer satisfaction (Sulistyo et al., 2022). This method is used to measure the level of suitability to find out the extent to which customers are satisfied with the company's performance and the extent to which service providers understand customer needs and expectations for the services they provide (Mubarok et al., 2024).

Based on the description above, in order to provide quality service and meet customer expectations, it is necessary to improve the quality of service as well as increase customer satisfaction and loyalty (Tansiri & Setyorini, 2024). So, this research was carried out with the title "Service Quality Analysis at Radja Mart Minimarket with the Servqual Integration and Importance Performance Analysis (IPA) approach"

METHODS

Data Collection Techniques

The data collection and information required in the preparation of this study are as follows: 1) Primary data, namely data collection is carried out by distributing questionnaires containing questions related to the quality of Radja Mart minimarket services to respondents selected as research samples. 2) Secondary data, which is research conducted by direct observation of employee performance at Radja Mart minimarkets (Ubaidillah et al., 2021).

Determination of Sample Quantity

The specific technique applied in this study is purposive sampling, with a set population criterion, namely Radja Mart customers who have a frequency of visits to the minimarket at least three times a month. Because the population of the sample to be studied is unknown, the determination of the minimum number of samples is carried out using the Rao Purba formula as explained by Pelupessy (2018):

$$n = \frac{z^2}{4(Moe)^2}$$

Information:

n = Number of samples

Z = Confidence level in sample determination (95% = 1,96)

Moe = Margin of Error

Using a margin of error of 10%, the number of samples can be taken as follows:

$$n = \frac{1,96^2}{4(0,10)^2} = 96,04$$

Based on the results of the calculation above, the number of samples produced is a minimum of 96 respondents. The number of samples to be used in this study is 100 respondents.

Dimensions and Attributes of Service

The table of service attributes used in this study is as follows:

Tabel 1. Dimensions and Attributes of Service.

Dimension	Code	Attribute
Tangible	T1	Adequate parking is available.
	T2	Comfortable shopping room facilities, including aspects of cleanliness, temperature, and lighting.
	T3	The product equipment provided.
	T4	The appearance of employees who are neat and polite in dressing.
Reliability	T5	Sticking price tags on each type of product.
	R1	Discounts available for some types of products.
	R2	The price listed corresponds between the display and the cashier.
	R3	Prices that are in accordance with the standards of minimarkets in their class.
	R4	Neatly organized arrangement of goods.
Responsiveness	R5	Cashiers have adequate knowledge and skills to assist and serve customers.
	RA	The speed of service in picking up the requested products and responding to questions from consumers.
	RB	Employees have high skills in communicating with consumers.
	RC	Cashiers are able to handle the customer purchase queue process smoothly.
	RD	Operational employees showed responsiveness in managing the store, including in terms of providing goods and arranging products on display shelves.
Assurance	A1	Quality assured products.
	A2	Customers feel safe and comfortable during shopping activities.
	A3	Matching of prices on the shelves with bills paid and on purchase receipts.
	A4	Conformity between the quantity and type of goods with the purchase receipt.
	A5	The products sold have guaranteed legality, including halal, official distribution permits, and do not pass the expiration date.
Empathy	E1	The attitude of employees or cashiers who are friendly and polite in providing service to customers.
	E2	Cashiers who offer products other than those purchased.
	E3	Customer complaints and suggestions are responded to with care and seriousness.
	E4	Cashiers are professional by not disturbing customers during shopping.

Validity and Reliability Test

An instrument is considered valid if it meets the minimum requirements, i.e. the calculated r value $\geq$ the table r value (Pratama & Asmoro, 2020). The r value of the table in this study uses a significance level of 5% for a 2-way test with a number of respondents of 100 then $df = 100 - 2 = 98$; $\alpha = 5\%$, then the r table is $0.1966 = 0.197$ (Sulthon & Samanhudi, 2020).

Reliability is an indicator that describes the level of reliability or reliability of a measurement instrument (Hakim & Sulistiyowati, 2022). Reliability analysis was carried out using Cronbach's Alpha formula. A data is considered reliable if the value of Cronbach's Alpha ≥ 0.60 (Renaldi & Mulyati, 2022).

Servqual

Servqual is a tool to measure service quality (Ernawati et al., 2024). Servqual can also be used to meet customer expectations more efficiently and effectively. This method emphasizes the importance of consistency in serving customers by maintaining the quality of services and products (Supriyati & Wiyatno, 2023). The Servqual method aims to measure the extent of gaps or differences in service attributes, which are calculated based on the average difference between performance levels and expectations levels (Meisje et al., 2023). The Servqual method includes five dimensions of service quality, namely: 1) tangibles, which include physical facilities, equipment, employee appearance, and user attendance. 2) Reliability, which describes the ability to provide the promised service accurately and reliably. 3) Responsiveness, which shows readiness in helping customers and giving the right attention. 4) Assurance, which reflects the polite attitude and knowledge of employees that can foster trust and confidence for customers. 5) Empathy, which is related to the individual's attention and concern for service users. If the Servqual value is negative, then there is a quality gap in the service attributes. On the contrary, a positive Servqual score indicates that the quality of service is satisfactory enough for customers (Jiwantara et al., 2019). To assess the quality of services provided by the company, the Besterfield formula is used. The quality of service is categorized as good if the value of $Q \geq 1$, while if the $Q \leq 1$, the quality of service is considered poor.

The calculation formula is as follows:

$$Q = \frac{P}{H}$$

Description:

Q = Customer Service Quality

P = Average value of perception (Reality)

H = Average expected value

Service is said to be good if the value $Q \geq 1$

Importance Performance Analysis (IPA)

The IPA method is used to map customer perception of the level of importance of the service aspect (Importance) to the performance of the service aspect (Performance) to identify aspects that need to be improved to maintain customer satisfaction (Laelatul Fitria, Nurul Janatim Majid, 2020). The IPA method is used to visualize the servqual gap between expectations and performance into a Cartesian diagram (Martilla, 2010). According to (Wilujeng & Rembulan, 2019), to measure various attributes and compare the level of customer importance with their satisfaction with product performance, an analysis was carried out using Importance-Performance Analysis (IPA). This method is used to identify the most important performance factors that need to be considered in an effort to meet customer satisfaction. The results of the

analysis of each variable are then mapped into four quadrants on the Cartesian diagram, namely: Quadrant I (Main Priority), Quadrant II (Maintain Achievement), Quadrant III (Low Priority), and Quadrant IV (Excessive) (Supriyati et al., 2023).

RESULTS AND DISCUSSION

Based on the results of the validity test conducted on 100 respondents, all statement items in the questionnaire showed correlation values that met the validity requirements.

Table 2. Validity Test Results

Attribute Code	R Calculate		R Table	Information
	Perceived Service	Expected Service		
T1	0.660	0.554	0.197	Valid
T2	0.715	0.509	0.197	Valid
T3	0.528	0.439	0.197	Valid
T4	0.695	0.462	0.197	Valid
T5	0.660	0.387	0.197	Valid
R1	0.719	0.474	0.197	Valid
R2	0.742	0.484	0.197	Valid
R3	0.689	0.459	0.197	Valid
R4	0.660	0.516	0.197	Valid
R5	0.535	0.589	0.197	Valid
RA	0.630	0.562	0.197	Valid
RB	0.504	0.609	0.197	Valid
RC	0.597	0.506	0.197	Valid
RD	0.483	0.435	0.197	Valid
A1	0.440	0.608	0.197	Valid
A2	0.620	0.693	0.197	Valid
A3	0.596	0.475	0.197	Valid
A4	0.584	0.521	0.197	Valid
A5	0.544	0.430	0.197	Valid
E1	0.497	0.684	0.197	Valid
E2	0.551	0.514	0.197	Valid
E3	0.422	0.651	0.197	Valid
E4	0.485	0.447	0.197	Valid

The reliability test used Cronbach's Alpha $\geq$ method of 0.60. Thus, the questionnaire used can be said to be reliable for this research.

Table 3. Reliability Test results

N Of Item	Cronbach Alpha Variabel		Cronbach Alpha	Information
	Perceived Service	Expected Service		
23	0.913	0.873	≥ 0.60	Reliable

Based on table 3, it is known that the Cronbach Alpha value in the performance questionnaire is $0.913 > 0.60$ and in the expectation questionnaire is $0.873 > 0.60$, thus the data in table 3 is declared "reliable".

Table 4. Results of measuring the quality services of Radja Mart

N Of Item	Perceived Service	Expected Service	Gap	Rank
T1	4.19	4.49	-0.3	7
T2	4.26	4.45	-0.19	14
T3	4.22	4.39	-0.17	15
T4	4.08	4.32	-0.24	11
T5	4.02	4.29	-0.27	8
R1	3.59	4.2	-0.61	3
R2	4.81	4.41	-0.23	12
R3	4.2	4.41	-0.21	13
R4	4.35	4.44	-0.09	21
R5	4.33	4.68	-0.35	4
RA	3.41	4.29	-0.88	1
RB	4.25	4.51	-0.26	9
RC	4.26	4.6	-0.34	5
RD	4.19	4.3	-0.11	19
A1	4.29	4.45	-0.16	16
A2	4.34	4.38	-0.04	23
A3	4.32	4.48	-0.12	18
A4	4.44	4.51	-0.07	22
A5	4.36	4.46	-0.1	20
E1	4.24	4.37	-0.13	17
E2	3.55	4.28	-0.73	2
E3	4.14	4.46	-0.32	6
E4	4.31	4.56	-0.25	10

Based on servqual score data, the attributes with the largest gaps that show the highest dissatisfaction are RA (-0.88), E2 (-0.73), and R1 (-0.61), so it needs to be the top priority for improvement. The attributes with the smallest gaps, such as A2 (-0.04), A4 (-0.07), and R4 (-0.09), indicate that the services provided are almost in line with customer expectations. The E3

attribute (-0.32) in quadrant I has high importance but its performance is not satisfactory, so it needs to be improved. Attributes in quadrant II such as R5, R3, R2, and E4 have good performance and meet expectations, so they need to be maintained.

Table 5. Radja Mart service quality dimension gap value

Dimension	Performance		Expectations		Number of Gaps
	Average Amount	Average Score	Average Amount	Average Score	
Tangibles	20.77	4.15	21.94	4.39	-0.24
Reliability	20.65	4.13	22.14	4.43	-0.3
Responsiveness	16.11	4.03	17.7	4.43	-0.4
Assurance	21.79	4.36	22.28	4.46	-0.1
Empathy	16.24	4.06	17.67	4.42	-0.36

Based on Table 5, the data shows that each dimension has a different gap value. Among all the dimensions measured, the empathy dimension had the lowest gap value, which was -0.36, which indicates that this aspect had the greatest difference between customer expectations and the performance of the services received. This indicates that improvements in the empathy dimension need to be prioritized to reduce gaps and improve overall customer satisfaction.

Table 6. Calculation of service quality in all dimensions

Dimension	Performance	Expectations	Number of Gaps	Q=P/H
Tangibles	4.15	4.39	-0.24	0.95
Reliability	4.13	4.43	-0.3	0.93
Responsiveness	4.03	4.43	-0.4	0.91
Assurance	4.36	4.46	-0.1	0.98
Empathy	4.06	4.42	-0.36	0.92
Rata-rata	4.15	4.42	-0.28	0.94

Based on table 6, it shows that the results of the calculation of the average service quality of each dimension show a result of < 1 , which means that there is still a lack of service quality provided by Radja Mart.

Image Presentation

The diagram displayed is a cartesius diagram or Importance-Performance Analysis (IPA) matrix, which is used to analyze the level of customer satisfaction based on the comparison between the level of importance and performance of a service or product attribute. Using this method, managers or decision-makers can identify aspects that need to be prioritized in improvement to improve customer satisfaction more effectively and efficiently.

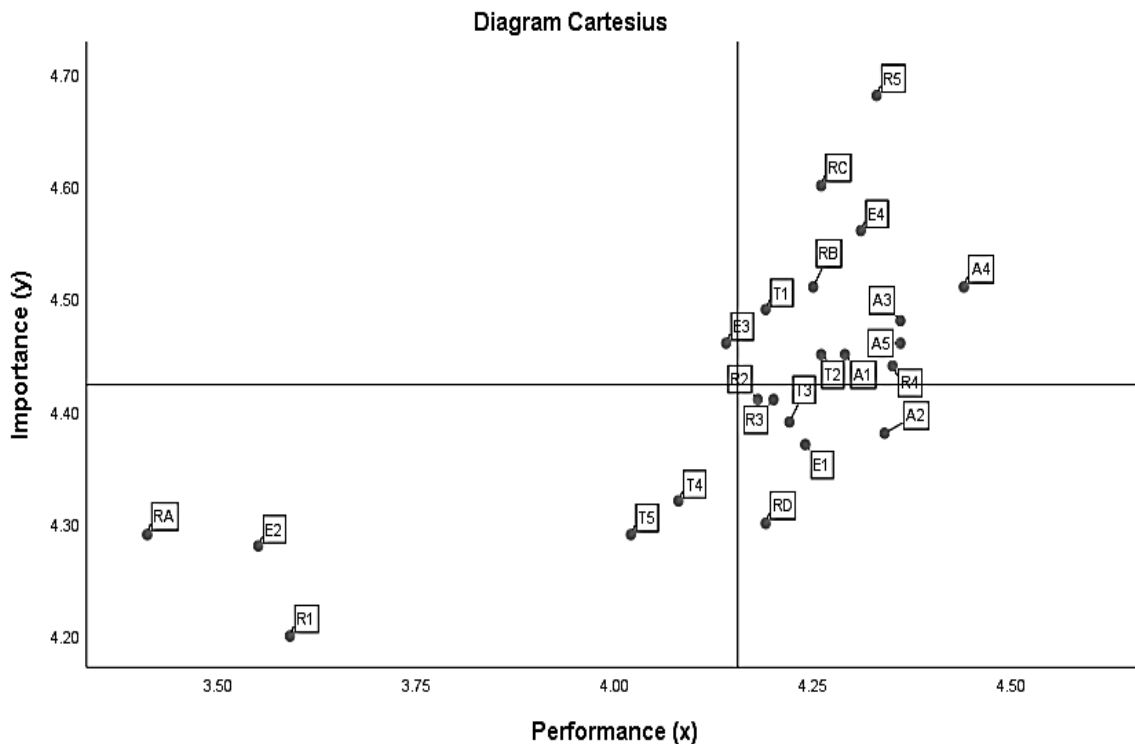


Figure 1. Radja Mart Customer Importance Performance Results

Based on the cartesius diagram, the E3 attribute is in the I quadrant, which means it is very important for customers but its performance is still unsatisfactory, so it needs to be the top priority for improvement. Quadrant II (R4, R5, RB, RC, E4, T1, T2, A1, A3, A4, A5) includes attributes of high importance and performance, so they must be maintained. Quadrant III (R1, RA, E2, T5, T4) contains attributes that are less important and have low performance, so they are not the main focus of improvement. Quadrant IV (R2, R3, RD, T3, E1, A2) shows attributes with good performance but less important to customers, so they can be re-evaluated.

CONCLUSION

Based on the analysis of five service quality dimensions (responsiveness, assurance, tangible, empathy, and reliability) using the Servqual method, Radja Mart's service quality still falls below customer expectations, with an average score of 0.94 (<1). The largest gaps were found in responsiveness, empathy, and reliability, indicating that these aspects require immediate attention for service improvements. Conversely, the assurance dimension had the smallest gap, meaning its performance is relatively closer to customer expectations. The Cartesian chart analysis identified the E3 attribute response to customer complaints and suggestions as a top priority for improvement, as it has high importance but low performance. To enhance service quality, Radja Mart should implement regular employee training programs to improve responsiveness, customer care, and reliability. Additionally, establishing more effective communication channels, such as digital suggestion boxes or customer service chatbots, can facilitate quicker complaint resolution. Inventory management should also be optimized to ensure better product availability, while store cleanliness and layout should be improved to enhance shopping comfort.

For future research, it is recommended to analyze external factors such as market competition and changing shopping trends to provide a more comprehensive understanding of

customer satisfaction. This will help Radja Mart develop more strategic and sustainable service improvements to enhance its competitiveness in the retail market.

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