

**EVALUATING SERVICE QUALITY DIMENSION USING IMPORTANCE AND PERFORMANCE ANALYSIS AT J'CO AND DONUTS COFFEE MANADO TOWN SQUARE***EVALUASI KUALITAS PELAYANAN MENGGUNAKAN ANALISIS TINGKAT KEPENTINGAN DAN KINERJA DI J'CO AND DONUTS COFFEE MANADO TOWN SQUARE*

By:

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**Abstract:** In the highly competitive of food industry, especially for dessert and beverages restaurant, service becomes one of the most important things for gaining sustainable competitive advantages in the marketplace. Service quality is a focused evaluation that reflects the customer's perception of specific dimension of service; reliability, responsiveness, assurance, empathy and tangibles. The objective of this research is to know the importance and performance of service quality at J'Co Donuts and Coffee Manado Town Square by using an Importance and Performance Analysis (IPA). The population observed is the customer of J'Co Donuts and Coffee Manado Town Square with sample size as many as 100 respondents. The key result were the importance of service quality in J'Co Donuts and Coffee Manado Town Square is some of the services considered extremely important to customers but the company are have not ability yet to get high customer satisfaction and the performance of service quality has a low performance and did not meet customer expectation. Thus, the quality of services should improve immediately and develop improvement strategies to enhance customer satisfaction.

**Keywords:** service quality, customer satisfaction, importance and performance analysis.

**Abstrak:** Dalam industri makanan yang sangat kompetitif, terutama untuk restoran makanan pencuci mulut dan minuman, layanan menjadi salah satu hal terpenting untuk mendapatkan keunggulan kompetitif yang berkelanjutan di pasar. Kualitas layanan adalah evaluasi terfokus yang mencerminkan persepsi pelanggan terhadap dimensi layanan tertentu; kehandalan, daya tanggap, kepastian, empati dan bukti fisik. Tujuan dari penelitian ini adalah untuk mengetahui pentingnya dan kinerja kualitas pelayanan di J'Co Donuts and Coffee Manado Town Square dengan menggunakan Analisis Tingkat Kepentingan dan Kinerja (IPA). Populasi yang diamati adalah pelanggan J'Co Donuts and Coffee Manado Town Square dengan ukuran sampel sebanyak 100 responden. Hasil kuncinya adalah pentingnya kualitas layanan di J'Co Donuts and Coffee Manado Town Square adalah beberapa layanan yang dianggap sangat penting bagi pelanggan namun perusahaan belum memiliki kemampuan untuk mendapatkan kepuasan pelanggan yang tinggi dan kinerja kualitas layanan memiliki kinerja rendah dan tidak memenuhi harapan pelanggan. Dengan demikian, kualitas layanan harus segera diperbaiki dan mengembangkan strategi perbaikan untuk meningkatkan kepuasan pelanggan.

**Kata Kunci:** kualitas layanan, kepuasan pelanggan, analisis tingkat kepentingan dan kepuasan.

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**INTRODUCTION****Research Background**

Food and beverage product are important in satisfying people's feeling of hunger and thirsty. The basic nature of its usage has been known by people in every location in this world, by considering the differentiation in the food and beverage ingredients and choices. Indeed, this product is becoming one essential need that must be fulfilled by them. The given variation of available food and beverage products is observable from the produced items in the market. People in any location in this globe have many choices of food and beverage products for them. The competition from food and beverage companies and these products availabilities in the market discern the customer satisfaction. Customer satisfaction is made by the company to fulfill their needs and wants. Customer satisfaction has an important mediation role between service quality and customer loyalty Akbar and Parvez, (2009).

Quality of service is an effort to meet the needs and desires of consumers and the accuracy of delivery in the balance of consumer expectations Tjiptono (2007:22). J'co is one food and beverage company in Indonesia and is serving variation of donuts and coffee drinks for consumers in this country, either for Indonesian or foreign people that come to visit as tourists. Its restaurants are operated in some locations in Indonesia and undeniably near other spots that also produces and selling similar products. The similarity of donuts and coffee products from J'co and three stated companies makes J'co must envision the competition with three opponents, in order to preserve company's continuity in Indonesia and to expand the further business development. J.CO Donuts & Coffee is currently a trendsetter among donut lovers. As a large company, there are bound to be threats from the competition, The competitors of J.CO Donuts & Coffee in Manado City as a food and beverages restaurant are Dunkin' Donuts, McDonald's, The Coffee Bean & Tea Leaf, Starbucks Corporation. These competitors not only sell food and drink, but sell lifestyles. They sell places to hangout as a lifestyle. These competitors also provide the opportunity of visitors to see the manufacture of food and beverages with the concept of open kitchen so as to provide a new experience for visitors and the competitors also provide wi-fi facilities that make visitors not only for hang out but also can make out the outlets as for work. As a newcomer in the food industry, J.Co had to compete with other,J.CO Donuts & Coffee is a local business that uses the concept from abroad which is then refined with modernization and best quality. Relating to factors that influence satisfaction, J.CO Donuts & Coffee is interesting for further research.

Based on the discussion above, the purpose of this study is to evaluate the service quality in J'Co Donuts and Coffee Manado Town Square by using Importance and Performance Analysis Method. There are five attributes that researcher concern to use as an indicators, (Tangibles, Reliability, Responsiveness, Assurance, Empathy). There are also four quadrant in IPA Matrix such as: Quadrant I is labeled "Concentrate Here", were high importance/low performance, indicating that the firm has been performing poorly and requires improvement to be a top priority, Quadrant II is labeled "Keep up the Good Work", with high importance/high performance, which indicates that the firm has been performing well to gain competitive which indicates that the firm has been performing well to gain competitive advantage, Quadrant III is labeled "Low Priority", with low importance/low performance. Any attributes falling into this quadrant are non-important and pose no threat to organizations. And the last one is Quadrant IV is labeled "Possible Overkill", with low importance/high performance, indicating that employees are satisfied with the performance but not really important. Seeing the above phenomenon, this study is authors interested to be researched with the title Evaluating Service Quality Dimension using Importance and Performance Analysis at J'Co Donuts and Coffee Manado Town Square.

**Research Objective**

Based on the research background the objective of this research is stated as follows to evaluate:

1. The importance of J.Co's service quality using Importance and Performance Analysis.
2. The performance of J.co's service quality using Importance and Performance Analysis.

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**LITERATURE REVIEW****Service Quality**

Company is not only selling tangible objects but also selling services. Kotler and Keller (2013) defines service is any act performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. While quality is the totality of features and characteristic of a product or service that bear on its ability to satisfy stated or implied needs. Service quality is a measure of how well service level delivered matches customer expectation. Delivering service quality means conforming to customer expectations on a consistent basis Lewis and Booms in Parasuraman, Zeithalm and Berry (1985).

**Service Quality Dimension**

Kotler and Keller (2013:32) simplified the ten service quality dimensions into five dimensions; Tangibles, Reliability, Responsiveness, Assurance and Empathy.

1. Tangibles; the appearance of physical facilities, equipment, personnel, and communication materials. (Modern equipment, Visually appealing facilities, Employees who have neat, Assurance appearance, Visually appealing materials associated with the service)
2. Reliability, the ability to perform the promised service dependably and accurately. (Providing service as promised, Dependably in handing customer's service problem, Performing service right the first time, Maintaining error-free records, Employees who have the knowledge to answer customer question)
3. Responsiveness, willingness to help customers and provide prompt service. (keeping customer informed as to when services will be performed, prompt service to customers, willingness to help customers, readiness to respond to customer's requests.)
4. Assurance, the knowledge and courtesy of employees and their ability to convey trust and confidence. (Employees who instill confidence with customers, Making customers feel safe in their transaction, Employees who are consistently courteous)
5. Empathy, the provision of caring, individualized attention to customers. (Giving customers individuals attention, Employees who deal with customers in a caring fashion, Having the customer's best interests at heart, Employees who understand the needs of their customers, Convenient business hours)

From the explanation above, this research can conclude that service quality is how far the difference between the reality and expectations of customers for the service that they receive.

**Customer Satisfaction**

According to Kotler (2011:31) customer satisfaction is the extent to which a product's perceived performance matches a buyer's expectations. Oliver (1980) indicates that customer satisfaction requires full meeting customer expectations of products and services. Moreover, several studies generally define customer satisfaction and dissatisfaction as the customer's judgment concerning a business's success or failure in meeting expectations Ramachandran and Chidambaram (2012). When expectations are met, satisfaction result and unmet expectations lead to dissatisfaction Oliver (1980). Lau and Cheung (2013) indicate that the attitude of customer satisfaction resulting from what customers believe should happen (anticipation) compared with the situation when what they believe is not the case (perceived performance). Customer satisfaction is conceptualized as specific transaction that is based on the customer experience in meeting specific service, and customer satisfaction is an accumulation in the overall evaluation of the service experience Cronin and Taylor (1992). Understanding consumer satisfaction is critical as it is believed that satisfaction leads to repeat purchases and favorable word of mouth promotion by clientele Tsai (1992). Based on all definition above, it is concluded that customer satisfaction is the expectation of customer about the product services they receive.

**Previous Research**

Michael K, Brady, Christopher J. Robertson (2001) conduct the research about Searching for a consensus on the antecedent role of service quality and satisfaction: an exploratory cross-national study (2001). Variable of its research is CCross-cultural perspective; Service quality; Satisfaction; Latin America; Behavioral intentions; Fast food consumer Buying Behavior, Packaging, Purchase Decision Making. This study employs a cross-cultural perspective to explore the antecedent role of service quality and satisfaction in the development of service customers' behavioral intentions. Specifically, due in large part to the differing theories offered in the

literature as to the relationship between service quality and satisfaction and their effects on behavioral intentions, we examine the extent to which the causal order of service quality and satisfaction is robust across national borders. The overriding objective is to determine whether the effects of service quality and satisfaction on such behavioral outcomes as repurchase intentions, loyalty, and word of mouth are context-specific or uniform across varying service environments. Competing theories are tested and the results indicate that the effect of service quality on behavioral intentions is mediated by a consumer's level of satisfaction and that this relationship is consistent across cultures.

The influence of the quality of the physical environment, food, and service on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions (2012). The purpose of this study is to propose an integrated model that examines the impact of three elements of foodservice quality dimensions (physical environment, food, and service) on restaurant image, customer perceived value, customer satisfaction, and behavioral intentions. Data were collected from customers at an authentic upscale Chinese restaurant located in a Southeastern state in the USA via a self-administered questionnaire. Anderson and Gerbing's two-step approach was used to assess the measurement and structural models. Structural equation modeling shows that the quality of the physical environment, food, and service were significant determinants of restaurant image. Also, the quality of the physical environment and food were significant predictors of customer perceived value. The restaurant image was also found to be a significant antecedent of customer perceived value. In addition, the results reinforced that customer perceived value is indeed a significant determinant of customer satisfaction, and customer satisfaction is a significant predictor of behavioral intentions. The proposed model and study findings will greatly help researchers and practitioners understand the complex relationships among foodservice quality (physical environment, food, and service), restaurant image, customer perceived value, customer satisfaction, and behavioral intentions in the restaurant industry. This study is the first to develop an integrated model that explicitly accounts for the influence of three restaurant service quality factors on restaurant image and customer perceived value. Using structural equation modeling, this study empirically confirms that the model with the causality from quality, in particular three dimensions of food service quality in this study, to restaurant image is superior to the one with causality from image to quality in the context of restaurant.

## RESEARCH METHODOLOGY

### Type of Research

This research is using the descriptive study with a quantitative approach. Descriptive in this study means that the researcher tries to describe and explain about the service quality of J'Co Donuts and Coffee Manado Town Square using Importance and Performance Analysis (IPA).

### Place and Time of Research

The study will be conducted in Manado from July 2017 – September 2017.

### Research Procedure

The data for this research were collected using a survey questionnaire. Likert Scale was used to determine if the respondent agreed or disagreed in a statement. Participant were given time to respond and then the researcher collected the surveys on the next day and after the questionnaire already filled. the result will be provided by all the respondent perspective of the Service Quality in J'Co Donuts and Coffee Manado Town Square through questionnaire.

### Population and Sample

The population in this research is customers of J'Co Donuts and Coffee Manado Town Square. The samples in this research are customer in J'Co Donuts and Coffee Manado Town Square. The sampling method that this research uses is simple random sampling. So the sample of this research will be 100 customers of J'Co Donuts and Coffee Manado Town Square.

### Data Collection Method

This research used primary data and secondary data approached to gather the data, the primary data of this study gets from the result of questionnaires. The questionnaires are distributed to respondents (consumers of J'Co Donuts and Coffee Manado Town Square) so they can respond directly on the questionnaires. There were two sections in the questionnaires that should be filled in by respondents. The first section asked about respondents' identities and the second section asked about things that related with the variables. Secondary data is taken from information or supporting data from the textbooks, journals, articles, and the internet.

### Data Analysis Method

In this section explain about the validity and reliability testin and entire of the analysis methods that had been used in this research, either the fundamental testing of the obtained data or the main analysis method of the tabulated data for proving hypotheses in this research.

### Validity Test

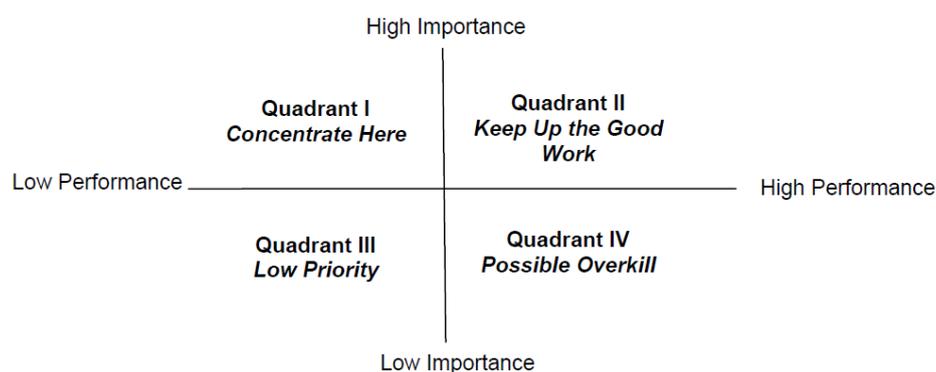
In this validity testing researcher used PPMCC (Pearson Product Moment Correlation Coefficient) a measure of the linear correlation (dependence) between two variable X and Y, giving a value between +1 and -1 inclusive, where 1 is total positive correlation, and 0 is no correlation, -1 is total negative correlation. Is used to know whether the measurement tool that selected can mesure what that supposed to be measured.

### Reliability Test

The reliability of a measure is established by testing for both consistency and stability. Consistency indicates how well the items measuring a concept hang together as a set. Cronbach's Alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another (Sekaran and Bougie, 2003).

### Importance and Performance Analysis

Martilla and James (1977) first proposed IPA as a useful tool to provide management insights to identify company strengths and weaknesses for improving company performance. IPA provides management with a useful focus for developing marketing strategies for expectations related to importance and performance. The IPA approach recognizes satisfaction as the function of two components: the importance of a product or service to a client and the performance of a business in providing that service or product (Martilla & James, 1977). In this way, IPA examines not only the performance of an item, but also the importance of that item as a determining factor in satisfaction to the respondent (Silva & Fernandes, 2010). The data are then mapped into four quadrants as depicted in Figure 1.



**Figure 1. Importance Performance Analysis Matrix**

Source: Martilla and James, *Importance and Performance Analysis*

**RESULT AND DISCUSSION****Result of Validity of Importance and Performance Analysis**

Table 1 Shows that Alpha Cronbach is 0.938 which is above the acceptance limit of 0.6; therefore, the research instrument is reliable. 0.938 of Cronbach's Alpha is processed by the questionnaire tabulation and then convert the data through IBM SPSS. With the finale result that shown the instrument is reliable in this research.

By comparing correlation index in Pearson Product Moment with significance level of 5% it can be seen a research instrument is valid or not. If probability of correlation is less than 0.05 (5%) then the research instrument is stated as valid. Table 2. Reliability Statistics

**Table 1. Validity of Importance and Performance Analysis**

Cronbach's	
Alpha	N of Items
.938	34

Source : SPSS output (2017)

**Result of Reliability of Importance and Performance Analysis**

Table 2 shows that the correlation index is greater than 0.3 and below the significance level of 5% therefore, the data is considered as valid. If the data is not valid, researcher have to considered more to the data tabulation and needs to find out what caused the data is not valid, and needs to recover it very soon. The valid data allowed the researcher to continue the researcher to the next step which are the Importance and Performance method.

**Table 2. Validity of Importance and Performance Analysis**

		Avr_Imp	Avr_Per	Avr_Imp_Per
Avr_Imp	Pearson Correlation	1	.328**	.774**
	Sig. (2-tailed)		.001	.000
	N	100	100	100
Avr_Per	Pearson Correlation	.328**	1	.852**
	Sig. (2-tailed)	.001		.000
	N	100	100	100
Avr_Imp_Per	Pearson Correlation	.774**	.852**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

Source : SPSS output 2017

**Result of Importance and Performance Analysis**

The result of analysis in this chapter will attempt to answer the problem contained in this research. Table 3 shows that the importance of Reliability had the highest mean which is (y=4.28) comes after that Responsiveness (y=4.225) followed by Assurance (y=4.21), Tangibles (y=4.1875) and lowest is Empathy (y=4.07). Meanwhile the Assurance had the highest mean (x=3.5075) followed by Tangibles (x=3.435) Empathy (x=3.3075) Reliability (x=3.273333333) and the lowest is Responsiveness (x=3.195). As the result Reliability had the highest value in Importance and Assurance in performance which means Reliability consider

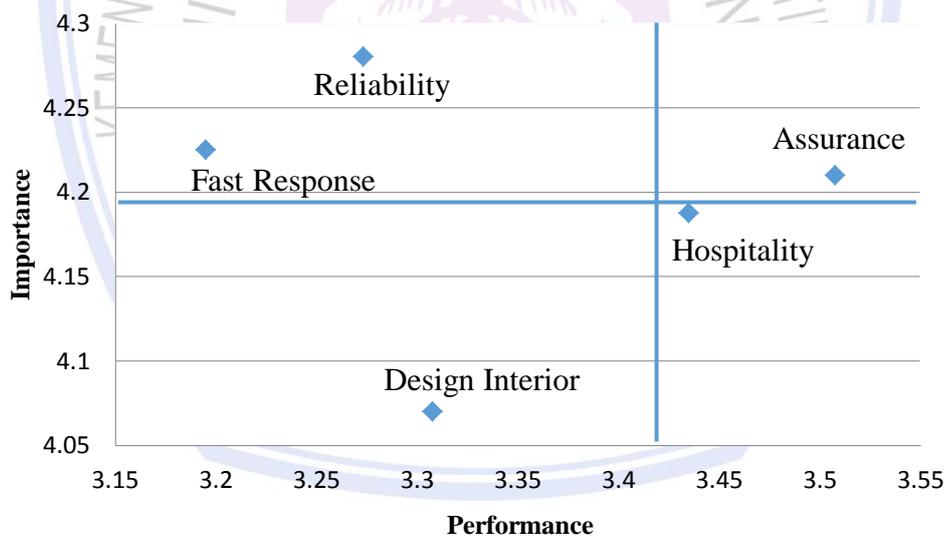
the importance toward the consumers and the Assurance evaluated good from the perception of consumer in J’Co Donuts and Coffee.

**Table 3. Attributes, Importance Mean, Performance Mean, Quadrant**

Service Quality Attributes	Importance Mean	Performance Mean	Quadrant
Tangibles	4.1875	3.435	IV
Reliability	4.28	3.273333333	I
Responsiveness	4.225	3.195	I
Assurance	4.21	3.5075	II
Empathy	4.07	3.3075	III
<b>Average</b>	<b>4.1945</b>	<b>3.343666667</b>	

Source : Data Processed. 2017

The next step is to plot the point (x and y) of each attributes in two Cartesian graphs as shown in figure 1. Quadrant I namely “Concentrate Here” on Figure 2 shows that Responsiveness attributes is located in quadrant I (concentrate here). Reliability is located in quadrant I (concentrate here) but low in performance. Quadrant II indicates a high importance and performance, namely “Keep Up the Good Work”. Quadrant III is called as “Low Priority” has the most attributes plotted. Attributes located in the area of quadrant III are Tangibles. Quadrant IV indicates a low importance but the performance is in the high level, namely “Possible Skill”.



**Figure 2. Importance Performance Analysis Matrix**

Source : Data Processed. 2017

**Discussion**

Quadrant I namely “Concentrate Here” it means that Responsiveness attribute are perceived to be important in J’Co Donuts and Coffee Manado Town Square but the Responsiveness level are fairly low. All dimensions are important to customers, but some more than others, seems like Responsiveness was located in quadrant I, service quality research showed it is important to communicate that expertise to customers. If a service provider is highly skilled, but customers do not see that, their confidence in that provider will be lower.

And their assessment of that provider has service quality will be lower. It is very important in service quality, in this era, people would not wait too long for just a dozen of donuts even though they have many time to spend in J'Co Donuts and Coffee. But they want to enjoy food and beverages of J'Co with their family, friends and maybe only by them self. It could happen because the waiter and waitress are too busy to prepare donuts.

Reliability is located in quadrant I (concentrate here) but low in performance, Customers want to count on their providers. They value that reliability. The customer have to feel comfort with a Reliability employee, the employee should give the best to the customer. It is important to customer if J'Co employee Donuts and Coffee is well mannered and always smile in serving customers, always ready and maximal in providing services. Employee of J'Co should have ability to finishes all complaints from customers well. Employee of J'Co should pay attention with this area. There are "Assurance", J'Co donuts and coffee good to have a staff that responsive to serve the customer needs, J'Co's staff are competent and Assurance and believability are spread over the quadrant II. Quadrant III is called as "Low Priority" has the most attributes plotted. Attributes located in the area of quadrant III are Tangibles . the customer perceived that attributes in this quadrant are low important and J'Co Donuts and Coffee also has low performance in delivering those service quality. Quadrant IV indicates a low importance but the performance is in the high level, namely "Possible Skill". The Empathy are plotted on quadrant IV means that attributes have a high performance level however the level of importance is low considered by customer.

Since these 5 indicators are considered to be very important to J'Co Donuts and Coffee Mantos to meet the good service quality, J'Co are now concerned to identify what is needed to make a change in order to make a progress in developing of the action in these attributes to make better result in service quality performance in order to meet the customer's satisfaction.

Service providers want to know what customers (internal or external) care about. Service quality is a good guess. But for service providers, customers care most about service quality. In this case there are 5 attributes of service quality, the first one is tangible, is talking about Appearance of physical facilities, equipment, personnel, and communication materials. The second one is reliability is about Ability to perform the promised service dependably and accurately. The third is Responsiveness, is Willingness to help customers and provide prompt service. Fourth is assurance, knowledge and courtesy of employees and their ability to convey trust and confidence. The last one is empathy was talking about caring, individualized attention the firm provides its customers. Based on five above that is really important to the customer and also since these 5 indicators are considered to be very important to J'Co Donuts and Coffee Mantos to meet the good service quality, J'Co are now concerned to identify what is needed to make a change in order to make a progress in developing of the action in these attributes to make better result in service quality performance in order to meet the customer's satisfaction.

By letting the performance of service quality without concerning about what is importance to the customer and what is the performance of J'Co Donuts and Coffee manado town square, J'Co will sooner or later lose the customer slow but sure because of the unsatisfied customer to the result service quality that J'Co offer to them. J'Co now is going to be bigger and bigger as we know they already had 214 stores in Indonesia and overseas. The researcher concerns about the service quality and determine what is importance and performance of the service quality that hopefully will help the company in progressing their performance. The result of this research is shown that all these five attributes are important to meet the customers satisfactions but some of them are needed to develop as fast as they can, some also need to be concerned because the attention given is not good enough.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Through the Importance-Performance Analysis the entire research objective are achieved. The result of the research which are :

1. The Importance level of Assurance is very important to the customer, for the Tangibles is not really important. In overall, few of the services in J'Co Donuts and Coffee Manado Town Square were considered extremely important to the customers.

2. The performance of Assurance and Empathy has a good performance, while the Tangibles has low performance but it does not bring problem if these attributes also has a low importance for customer. In overall, mostly J'Co Donuts and Coffee has good performances, so J'Co Donuts and Coffee Mantos just keep up the Good Work and keep maintenance their service quality to keep the customer satisfaction.

### Recommendation

Based on the result and discussion, the researcher mentioned recommendation for J'Co Donuts and Coffee Mantos to develop their company. The recommendation are listed below:

1. J'Co Donuts and Coffee should pay attention with the level of Reliability and Responsiveness because it has high level of importance for customer and the performance of J'Co Donuts and Coffee mantos has low performance. Therefore the company should improve their performance in these attributes because it is the most important things to show how company treats their customer well. It can be started to giving more training to their employee to improve their behavior first.
2. J'Co Donuts and Coffee only has to keep and continuously maintain their performance of Assurance, to meet the customer expectations and satisfy of this company then being a loyal customer in to achieving the company goals.
3. Attributes that located in quadrant III is Tangibles, J'Co Donuts and Coffee should not be overly concerned, since the attributes here not perceived to be very important.
4. Empathy placed on quadrant IV which has a low importance but performance is relatively high. Customers are satisfied with the performance.

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