THE IMPORTANCE AND PERFORMANCE ANALYSIS OF SERVICE QUALITY AT GARDENIA COUNTRY INN TOMOHON

ANALISIS TINGKAT KEPENTINGAN DAN KINERJA KUALITAS LAYANAN DI GARDENIA COUNTRY INN TOMOHON

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Abstract: In the highly competitive of hospitality industry, 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 dimensions of service: reliability, responsiveness, assurance and empathy and tangibles. The objective of this research is to know the importance and performance of service quality at Gardenia Country Inn Tomohon by using an Importance and Performance Analysis (IPA). The sample of this research is 50 respondents which is the customer of Gardenia Country Inn Tomohon. The key result were the importance of service quality in Gardenia Country Inn Tomohon is the services considered extremely important to the customers and the performance of Gardenia Country Inn Tomohon mostly has good performances so Gardenia Country Inn just to keep up the good work and keep maintenance their service quality to keep the customer satisfaction.

Keywords: Service Quality, Importance Performance Analysis, Hospitality Industry

Abstrak: *Peningkatan persaingan dalam industry perhotelan, yang menjadi faktor utama adalah pelayanan, untuk memperoleh keunggulan kompetitif yang berkelanjutan di pemasaran. Kualitas layanan adalah sebuah evaluasi yang mencerminkan persepsi pelanggan tertentu pada dimensi layanan seperti keadaan isik, kehandalan, responsif, jaminan dan empatis. Tujuan dari penelitian ini adalah untuk mengetahui tingkat kepentingan dan kinerja kualitas layanan di Gardenia Country Inn Tomohon dengan menggunakan Importance and Performance Analysis (IPA). Sampel diambil sebanyak 50 responden. Hasil penelitian adalah layanan di Gardenia Country Inn Tomohon dianggap sangat penting oleh pelanggan dan kinerja Gardenia Country Inn Tomohon sebagian besar memiliki kinerja yang baik sehingga Gardenia Country Inn tetap menjaga kinerja yang baik dan menjaga pemeliharaan kualitas pelayanan untuk mempertahakankan kepuasan pelanggan.*

Kata kunci: *kualitas pelayanan, importance performance analysis, industri perhotelan*

INTRODUCTION

Research Background

In this era, the competition between companies has greatly increased. Moreover, at the time of development in economic sectors we can see that the society welfare is increasing.Developments in economic sector are also visible in the construction of hotel or resort.The difference between hotel and resort is the utilization of natural beauty and local culture as a major of marketability while hotel is an establishment that provides the guest loading and meals. Demanding hotel resort created a sense of place that is aligned with the surrounding environment.

Hospitality industry becomes one common business in Indonesia. The economic and social improvements in Indonesia make this country to be one global destination for foreign people. These conditions also happen in North Sulawesi as an area that has an extensive maritime tourism potential.So, the tourism industry in North Sulawesi is growing up and increasing marked by the construction of hotels, resorts and other tourism support facilities. North Sulawesi must carefully take comprehensive health services in determining strategy to face the market competition.

Gardenia Country Inn as one of the famous resort that expected with a combination of traditional and modern resort in North Sulawesi located in Tomohon.Gardenia Country Inn should consider every performance because it is the most important thing to attract their customer.In the highly competitive hotel industry, service becomes one of the most important things for gaining sustainable competitive advantages in the marketplace. Due to the large number of competition, Gardenia Country Inn must be sough and act to retain their customer.

Measuring quality in service industries, service quality has five dimensions, namely tangibles, reliability, responsiveness, assurance and empathy. In other words, the standard of service is depended on the customers who have experienced such service and who use their experience and feelings to make a judgment. Therefore, by providing the best quality of services, it will give positive image to Gardenia Country Inn itself. Seeing the importance of the service quality on hotel resort, it is interesting to do a study on the importance and performance of service quality at Gardenia Country Inn Tomohon.

Research Objective

The purpose of this research is to analyze the importance and performance of service quality at Gardenia Country Inn Tomohon.

Theoretical Framework

Service

Concept of service should be approached from the customer's perspective because it is the customer's total perception of the outcome which is the 'service' and customer outcome is created in a process meaning service is generated through that process. Grönroos (2001) offer a comprehensive definition of services where service is an activity or series of activities of a more or less intangible nature than normal, but not necessarily, take place in the interaction between the customer and service employeesand/or physical resources or goods and/or system of the service provider, which are provided as solutions to customer problem.

Quality

Renuga& Julius (2015) examined the quality concepts to cover both goods and service and introduced perceived service quality based on the corporation of the real experience and the expectation of a customer. The quality of service in hotel industry is an important factor successful business. The existing trend of complete quality measurement in hotel industry ensures the achievement of competitive advantage of hotel companies and is therefore the subject of contemporary research into service quality in hotel industry.

Service Quality

Service quality is considered an important tool for a firm's struggle to differentiate itself from its competitors (Ladhari, 2009, p.172). Service quality theory (Oliver, 1980 in Jashireh, Slambolchi & Mobarakabadi, 2016) predicts that clients will judge that quality is low if performance does not meet their

expectation and quality increases as performance exceeds expectations. Hence, customer's expectation serve as foundation on which service quality will be evaluated by customers.

Service Quality on Hospitality Industry

Service quality is a focused evaluation that reflects the customer's perception of specific dimensions of service: reliability, responsiveness, assurance and empathy and tangibles. Thus, service quality is the gap between perceived services delivered and expected service.A service (contemplated, expected, received) is different from perceptions of service quality. In other words, the completion of a decade of service by an hotelier is different from the customer's perception of the quality of services.

Perceptions of quality of services may differ radically from the actual events composing the service. A concierge service at the hotel may, for example, do an impeccable job, but various reasons the customer may conclude that service was poor. In contrast, a customer may perceive high levels of service quality independent of the actual mediocre services provided (Sohail, Roy, Saeed, & Ahmed, 2007).

Previous Research

Blešić, et al., (2014) conduct a research on the importance and performance of service quality in Spa Hotels in the Republic of Serbia. The study aimed to examines the efficiency of hotel resources allocation and the possibility of designing management strategies to improve the quality of hotel service.Service quality was measured with a model based on the original SERVQUAL model. The results shown that special attention should be directed to the second (food and facilities) and the fourth factor (tangibility) which both refer to 'tangible' dimensions of hotel service.

Chu & Choi (2000) conduct a research on the importance and performance of hotel selection factors in Hong Kong hotel industry by comparison of business and leisure travelers. Using an Importance and Performance Analysis (IPA), this study examined business and leisure traveler's perceived importance and performance of six hotel selection factors in the Hong Kong hotel industry. The result are when hoosing a hotel, business travelers considered Room and Front Desk to be the most important to them,whereas their leisure counterparts rated Security to be the most important to them. Implications for Hong Kong hoteliers and researchers were discussed.

Ayeh & Chen (2013) conduct a research about study of service quality perceptions across sectors and source markets. This study assessed the performance of the hotel, retail and travel agency sectors in Hong Kong. The importance–performance analysis (IPA) model and various statistical techniques were employed to examine visitors' cognition of the importance and performance of pertinent service quality attributes and to better understand the factors that may influence their overall satisfaction across different sectors and source markets. The findings further suggest a negative relationship between cultural distance and satisfaction with Asian tourists being less satisfied than their non-Asian counterparts. The result is hold important managerial implications for resource allocation and service quality improvement in specific areas.

RESEARCH METHOD

Type of Research

The type of this research is descriptive study with quantitative methods using Importance-Performance Analysis as an analytical tool. The data of this research obtain by spreading the questionnaire.

Figure 1. Conceptual Framework
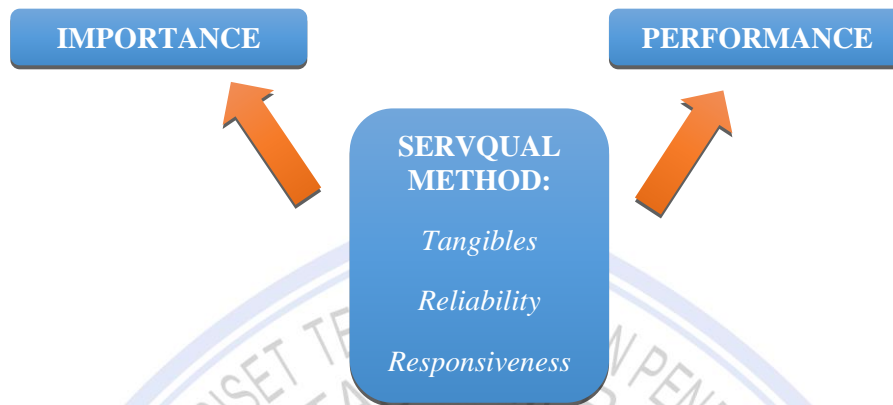
Source: Data Processed, 2016

Place and Time of Research

The study conducted in Gardenia Country Inn Tomohon from July - September 2016.

Population and Sample

The population of this research is the customers of Gardenia Country Inn Tomohon. The sample of this research is representative of population. It is about 50 customers taken from the number of customers at Gardenia Country Inn Tomohon.

Data Collection Method

This research will be conducted by conducting and analyzing primary data. According to Zikmund (2003), primary data are the data gathered and assembled specifically for the research project at hand. As for this study, primary data were gathered through questionnaire. The primary data collected have become the main resource for this research.

Operational Definition of Research Variable

1. **Tangible** Representing the service physically.
2. **Reliability** Consistency, accuracy and dependability of service.
3. **Responsiveness** Commitment in providing its service promptly.
4. **Assurance C**ompetence, creditability, security and courtesy of service provide to customers.
5. **Empathy** Terms of caring, understanding and individualized attention services provided to the customers.

Data Analysis Method

Validity and Reliabiliy

Validity by comparing corellation index in Pearson Product moment with significance level of 5% it can be seen valid or not a research instrument. If probability of corellation is less that 0,05 (5%) then the research instrument is stated as valid.The reliability test in this research uses Alpha Cronbach. If Alpha is less than 0.6 then it is unreliable.

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Importance Performance Analysis (IPA)

Huang, Kuo, & Xu, (2009) defined this technique was first proposed by Martilla and James in 1977 in their article "Importance-Performance Analysis", published in the Journal of Marketing and has shown the capability to provide service managers with valuable information for both satisfaction measurement and the efficient allocation of resources, all in an easily applicable format, and has shown the capability to provide service managers with valuable information for both satisfaction measurement and the efficient allocation of resources, all in an easily applicable format. To complete the Importance-Performance analysis,a series of paired-samples t-tests were run to evaluate where mean performance scores different significantly from mean importance scores. Importance Performance Matrix is divided into four quadrants based on importance-performance measurement result as shown in the figure below (see Figure 2).

Figure 2. Importance Performance Analysis Framework

Source: Martilla And James (1977)
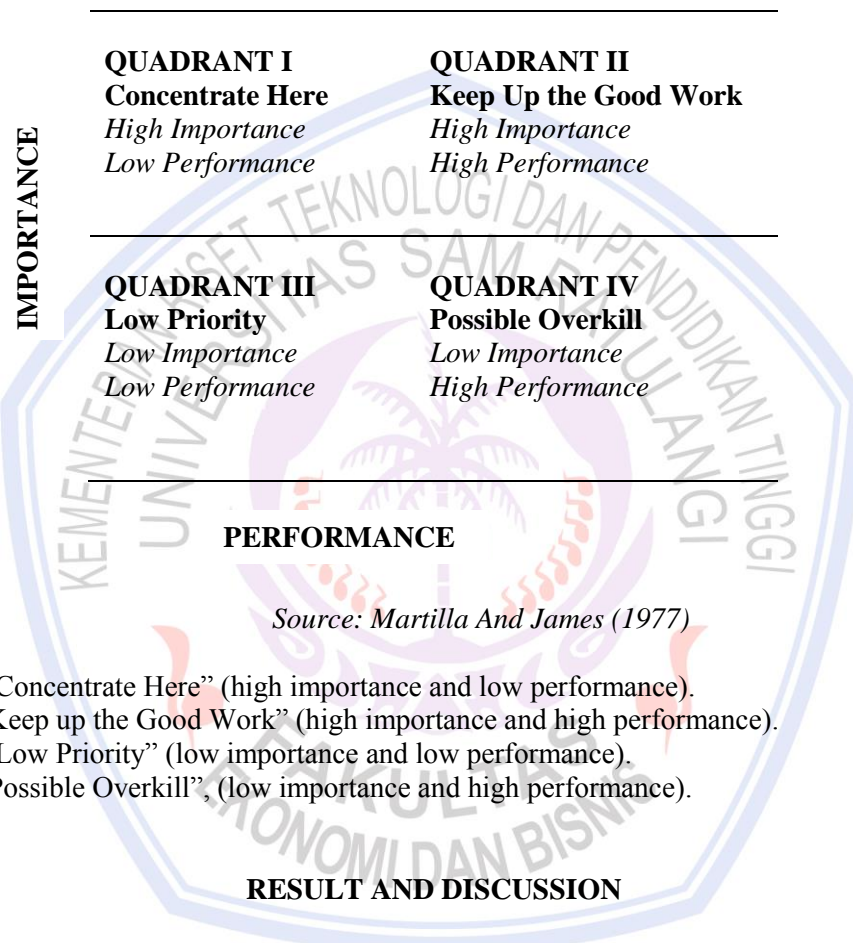
Quadrant I : "Concentrate Here" (high importance and low performance).
Quadrant II :"Keep up the Good Work" (high importance and high performance).
Quadrant III : "Low Priority" (low importance and low performance).
Quadrant IV :"Possible Overkill", (low importance and high performance).

RESULT AND DISCUSSION

Validity and Reliability Result

Wiserma and Jurs, (2005) defined validity refers to the extent to which an instrument measures what it is supposed to measure. Variable that has value less than 0.50 were dropped from this study. For the reliability analysis of the studied model, Cronbach'sAlpa coefficient is above 0.7, and critical items of every attributes are conforming to the content. The Cronbach's Alpha of importance is .978, and the Table 4.4 the Cronbach's Alpha of Performance is .984. The result shows the data is reliable and it considered as good for both importance and performance.

Table 1. Attributes Importance Mean, Performance Mean, and Quadrant

| Attributes Service Quality of Gardenia Country Inn Tomohon includes :	Mean Importance (Y)	Mean Performance (X)	Quadrant
Tangible			
Strategic location and easily accessible	2.04	1.84	III
Good interior design and attractive building	2.14	1.89	III
Cleanliness & safety of buildings, places and facilities	2.23	1.99	II
The physically facilities are visually appealing	2.19	1.84	III
Safety parking area	2.16	1.98	IV
Reliability			
Reliability and dependability (the degree of trust in service delivery)	2.29	1.92	II
Consistency of service.(The level of service delivery is maintaned)	2.24	1.93	II
Resolve the customer complaints in the best way	2.18	1.9	III
Ease of administration (procedure reservation and others administration easy and accurate)	2.18	1.92	IV
Staff members solving the guest problem on time	2.19	1.89	III
Responsiveness			
Willingness of staff members to provide services in atimely manner	2.16	1.9	III
Having 24 hours services	2.17	1.88	III
Staff members responsive to serve customer needs	2.19	1.91	III
Staff members can provide information needed by the customer appropriately	2.2	1.97	II
Ability of staff members to respond customer request quickly	2.17	1.95	IV
Assurance			
Staff members are competent and professional	2.18	1.9	III
Level of courtesy, politeness, and respect customer received	2.25	1.9	I
Ensure the security of customer	2.27	2	II
Staff members have knowdledge and necessary service skills	2.18	1.96	IV
Believability and honesty of staff members	2.15	1.92	III
Empathy			
Staff members able to communicate with customer and easy to understand	2.25	2	II
Approachability (friendliness and warmth) of staff member	2.25	1.94	II
Staff members sympathetic in solving customer problem	2.21	1.92	II
Sincere interest in servicing customer	2.14	1.95	IV
Staff members pay attention to individual needs of customer	2.16	1.99	IV
Average	**2.19**	**1.92**	

Source: Data Processed (2016)

Table 1. shows that the degree of trust in service delivery has the highest mean of importance (2.29) followed by ensure the security of customers (2.27), level of courtesy, politeness & respect customer received, staff members able to communicate with customer & easy to understand, and approachability (friendliness and

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warmth) of staff member (2.25). Meanwhile, consistency of service, have an equal mean values which is 2.24. followed by cleanliness and safety of building, places and facilities (2.23), staff members sympathetic in solving customer problem (2.21), staff members can provide information needed by the customer appropriately (2.2), and followed by the physically facilities are visually appealing, staff members solving the guest problem on time and staff members responsive to serve customer needs (2.19). resolve the customer complaints in the best way, ease of administration (procedure reservation and others administration easy and accurate), staff members are competent & professional and staff members have knowledge and necessary service skills which is (2.18), having 24 hours services and ability of staff members to respond customer request quickly which is (2.17), safety parking area, willingness of staff members to provide services in a timely manner and staff members pay attention to individual needs of customer which is (2.16), believability and honesty of staff members (2.15), good interior design & attractive building and sincere interest in servicing customer which is (2.14), and lowest values of importance level is strategic location and easily accessible (2.04).

The performances mean value of each attributes also shows on the table above. the performance of ensure the security of customer and staff members able to communicate with customer & easy to understand has the same value score at the same time which is the highest mean of performance value and after that cleanliness and safety of buildings, places & facilities and staff members pay attention to individual needs of customer with mean value that reached 1.99 and then safety parking area with mean value 1.98, staff members can provide information needed by the customer appropriately is 1.97, staff members have knowledge and necessary service skills (1.96), followed by ability of staff members to respond customer request quickly and sincere interest in servicing customer which is 1.95, approachability (friendliness and warmth) of staff member (1.94). after that, consistency of service (1.93), followed by fourth indicator which are the degree of trust in service delivery, ease of administration (procedure reservation and others administration easy and accurate), believability & honesty of staff members and staff members sympathetic in solving customer problem with the same value which is 1.92, staff members responsive to serve customer needs (1.91), resolve the customer complaints in the best way, willingness of staff members to provide services in a timely manner, staff members are competent and professional, level of courtesy, politeness and respect customer received has the same values which is 1.9, good interior design & attractive building and staff members solving the guest problem on time (1.89), having 24 hours services (1.88), and the last is strategic location & easily accessible and the physically facilities are visually appealing (1.84).

The mean Importance rating for the pooled data was 2.19 while the mean Performance rating was 1.92. The four quadrants are constructed based on the mean scores of the Importance and Performance ratings.

Figure 3. Data Plotting of Service Quality Attributes
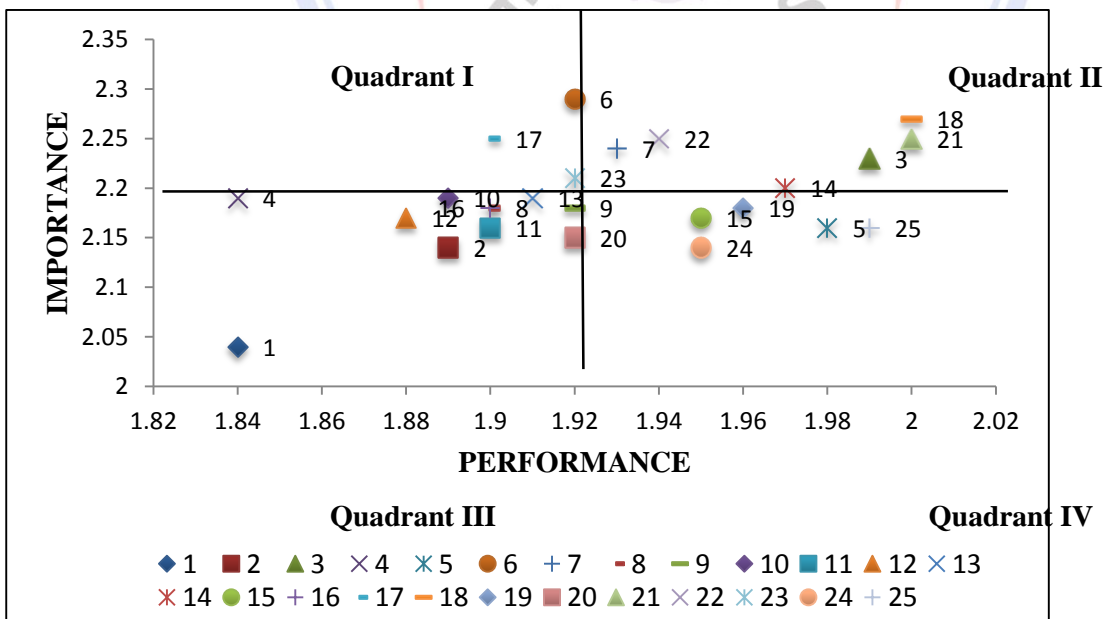
Source: Data Processed, 2016

Notes:
1 Strategic location and easily accessible
2 Good interior design and attractive building
3 Cleanliness & safety of buildings, places and facilities
4 The physically facilities are visually appealing
5 Safety parking area
6 Reliability and dependability (the degree of trust in service delivery)
7 Consistency of service. (The level of service delivery is maintained)
8 Resolve the customer complaints in the best way
9 Ease of administration (procedure reservation and others administration easy and accurate)
10 Staff members solving the guest problem on time
11 Willingness of staff members to provide services in a timely manner
12 Having 24 hours services
13 Staff members responsive to serve customer needs
14 Staff members can provide information needed by the customer appropriately
15 Ability of staff members to respond customer request quickly
16 Staff members are competent and professional
17 Level of courtesy, politeness, and respect customer received
18 Ensure the security of customer
19 Staff members have knowledge and necessary service skills
20 Believability and honesty of staff members
21 Staff members able to communicate with customer and easy to understand
22 Approachability (friendliness and warmth) of staff member
23 Staff members sympathetic in solving customer problem
24 Sincere interest in servicing customer
25 Staff members pay attention to individual needs of customer

Quadrant I namely "Concentrate Here". The presence of service quality in this quadrant show that the one of attribute in assurance are highly important for customers but Gardenia Country Inn Tomohon has low performance while their provide the services. Level of courtesy, politeness and respect customer received are the only attribute that located on this quadrant and need to be prioritized.

Quadrant II indicates a high importance and high performance, namely "Keep Up the Good Work". All the attributes should be maintained by resort because these kinds of service quality are very important and also has a good performance. There are cleanliness & safety of buildings, places and facilities, the degree of trust in service delivery, consistency of service, staff members can provide information needed by the customer appropriately, ensure the security of customer, staff members able to communicate with customer and easy to understand, approachability (friendliness and warmth) of staff member, and staff members sympathetic in solving customer problem.

Quadrant III is called as "Low Priority" has the most attributes plotted. Attributes located in the area of quadrant III are strategic location and easily accessible, good interior design and attractive building, the physical facilities are visually appealing, resolve the customer complaints in the best way, staff members solving the guest problem on time, willingness of staff members to provide services in a timely manner, having 24 hours services, staff members responsive to serve customer needs, staff members are competent & professional and believability & honesty of staff members are spread over the area of quadrant III. The customers perceived that attributes in this quadrant are low important and Gardenia Country Inn Tomohon 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 Overkill". Safety parking area, ease of administration (procedure reservation and others administration easy and accurate), ability of staff members to respond customer request quickly, staff members have knowledge and necessary service skills, sincere interest in servicing customer and staff members pay attention to individual

needs of customer are plotted on quadrant IV means that attributes have a high performance level however the level of importance is low considered by customer.

Discussion

The result in Figure 3 shows that special attention should be directed to level of courtesy, politeness and respect customer received because it is plotted on Quadrant I that indicate a high importance level and low performance level. Customers consider that the level of courtesy, politeness and respect that their received from staff members is very importance while delivering services to make themself can feel more comfortable while stayed on the resort and also give customer high satisfaction of resort performance. But in fact, Gardenia Country Inn Tomohon has low performance while this attribute are highly importance for customer. It make customer feel disappointed with the behavior of staff members. So, this is also suggests that improvement efforts should be concentrated here to keep the customer experience on Gardenia Country Inn Tomohon.

Quadrant II indicates the suitability of importance and performance where both have a high values on this quadrant called as "Keep Up the Good Work". Customers consider that a staff member able to communicate with customer and easy to understand is very important. Ability to communicate and easy understand enables the staff member to do the customer need and solve their problem which is give customer high satisfaction. In fact, customer fined that staff members perform very well on this matter. The cleanliness & safety of building, places and facilities of resort also one of the attributes that can be felt and seen directly by customers that can influencing the customer satisfaction first. It is very important because can make the first impression of customer when their come to resort. In fact, Gardenia Country Inn Tomohon gives highly performance on this attributes and customer are highly satisfaction. It is caused by Gardenia Country Inn Tomohon always pay attention to cleanliness of the environment plus the resort filled with so many beautiful flowers, and also their pay attention with the safety building, places and facilities to make customer secure so that's why staff members can ensure the security of customer and the degree of trust in service delivery get a highly satisfaction from customer. Other attribute that plotted on this quadrant which are consistency of service, staff members can provide information needed by the customer appropriately, approachability (friendliness and warmth) of staff member, and staff members sympathetic in solving customer problem. On this case, customer experience of these attributes of the resort service as very important when choosing resort. Similarly, respondent rated the performance of Gardenia Country Inn Tomohon are perform very well in these activities.

Quadrant III was called 'low priority' because the attributes in this area were considered relatively less important, although the actual performance is below the average of all the other attributes performances (Lee & Lee, 2009). The most attributes are plotted on this quadrant. Customer rated the strategic location and easily accessible are not so important for them and resort are give low performance. On this case, customer rated the location are not easily accessible because Gardenia Country Inn Tomohon located in mountainous area so, the excellence of their location is the view with the Mount Lokon and surroundings with many beautiful flowers. But in fact, many people still going there to relaxing or some vacation because mostly people did not care with the location as long as it was accordance their expectations. The physically facilities are visually appealing it is almost closer to the average value of importance but the performance still low. Customer considered this attribute does not affect anything, but in fact the leisure of resorts of course not only depends on the cleanliness,but it is supported by the proper facilities. Good interior design and attractive building also can affect the customer satisfaction of that resort but customer find that Gardenia Country Inn Tomohon has low performance on this case. Others attribute that plotted on this quadrant which are: resolve the customer complaints in the best way, staff members solving the guest problem on time, willingness of staff members to provide services in a timely manner, having 24 hours services, staff members responsive to serve customer needs, staff members are competent and professional and believability and honesty of staff members. Mostly these attributes related to the behavior of staff members. Whereas the behavior of staff members should considered as the important thing for customer because it is affect the customer comfortable and their confidence, but in fact customer rated it is not so important and feel like nothing and Gardenia Country Inn Tomohon still low performance on it. Totally, this quadrant contains ten attributes of service quality which received the lowest grades on the performance scale.Based on the result also, it represented a factor of relatively low priority for customer when choosing resort and Gardenia Country Inn Tomohon has low performance on these attributes.

Quadrant IV called as 'possible overkill' means of low importance and high performance. The availability of parking area that is safely and comfortable is the important things to be noted, because it can support the good operation of services in resort. Customer want the security of their vehicle as their left it in the parking area. But in this case, customer rated that safety parking area has low importance and Gardenia Country Inn Tomohon keep their performance higher on this matter. Customer considered ease of administration are not so important, whereas with the ease of administration customer can easily to completed the procedure of reservation or other administration quickly and easily so it is not wasting time. In fact, customer find that Gardenia Country Inn Tomohon perform are very well on this attributes. Other following attributes on this quadrant which are: ability of staff members to respond customer request quickly, staff members have knowledge and necessary service skills, sincere interest in servicing customer and staff members pay attention to individual needs of customer. In overall, the importance of these attributes is low but the actual performance is higher that the mean value of the overall performance. Customer considered on these attributes is not so important when choosing resort, but in fact respondent are satisfied with the performance of Gardenia Country Inn Tomohon. Managers should consider present efforts on these attributes of this cell as being superfluous or unnecessary.

CONCLUSION AND RECOMMENDATION

Conclusions

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

1. The importance of service quality at Gardenia Country Inn is few of the services in Gardenia Country Inn Tomohon were considered extremely important to the customers.
2. The performance of service quality at Gardenia Country Inn Tomohon is mostly Gardenia Country Inn Tomohon has good performances so Gardenia Country Inn just to keep up the good work and keep maintenance their service quality to keep the customer satisfaction.

Recommendations

Some recommendations are considered important to address those results. They are as follows:

1. Gardenia Country Inn Tomohon should pay attention with the level of courtesy, politeness and respect that customer received because it has high level of importance for customer and the performance of Gardenia Country Inn Tomohon has low performance. Therefore resort should improve their performance in these attributes because it is the most important things to show how resort treats their customer well. It can be started from giving a more training to their staff members to improve their behavior first.
2. Gardenia Country Inn Tomohon only has to keep and continuously maintain their performance of cleanliness & safety of buildings, places and facilities, the degree of trust in service delivery, consistency of service, staff members can provide information needed by the customer appropriately, ensure the security of customer, staff members able to communicate with customer and easy to understand, approachability (friendliness and warmth) of staff member, and staff members sympathetic in solving customer problem, to meet the customer expectation and satisfy of this resort then being a loyal customers in to achieving the resort goals.
3. Attributes located in Quadrant III which are the strategic location and easily accessible, good interior design and attractive building, the physical facilities are visually appealing, resolve the customer complaints in the best way, staff members solving the guest problem on time, willingness of staff members to provide services in a timely manner, having 24 hours services, staff members responsive to serve customer needs, staff members are competent, professional and believability, honesty of staff members; Gardenia Country Inn Tomohon should not be overly concerned, since the attributes here are not perceived to be very important.
4. Safety parking area, ease of administration (procedure reservation and others administration easy and accurate), ability of staff members to respond customer request quickly, staff members have knowledge and necessary service skills, sincere interest in servicing customer and staff members pay attention to individual needs of customer, placed on Quadrant IV which is has a low importance but performance is relatively high. Customers are satisfied with the performance, but Gardenia Country Inn Tomohon should consider present efforts on these attributes as being unnecessary.

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