

STUDY ON SERVICE QUALITY OF TELKOMSEL MANADO BY USING IMPORTANCE AND PERFORMANCE ANALYSIS

*STUDI TENTANG KUALITAS LAYANAN DARI TELKOMSEL MANADO DENGAN
MENGUNAKAN ANALISIS KEPENTINGAN DAN KINERJA*

Eunike I. Masengi¹, Sifrid S. Pangemanan², Willem J.F Alfa Tumbuan³

*^{1,2,3} International Business Administration (IBA) Program, Faculty of Economics and Business,
Sam Ratulangi University, Manado, 95115, Indonesia*

E-mail: eunike.masengi@yahoo.co.id

ABSTRACT

In today's conditions of the times and technological advances increasingly sophisticated, and societal needs from time to time more complex. To facilitate human activities necessary tool communications include information technology. One of the business sector in the service industry in Indonesia is experiencing rapid growth is the telecommunications industry. This makes competition in telecommunications is getting stronger. This competition involves many things, not only in the form of products, product quality, product prices, but also in terms of services provided. Telkomsel as one of the largest telecommunications company in Indonesia, to be able to maintain a presence and to remain in demand by customers must create a long-term marketing strategy, among others through service to our loyal customers, especially a quality service or quality of service. The purpose of this research is to examine how is the important of service quality in Telkomsel Manado, and how is the performance of service quality in Telkomsel Manado by applying Importance and Performance Analysis method. The result of the analysis is the mean values of the attributes in Importance are higher than mean values in Performance this means the respondents perceived of Telkomsel in Manado is highly important while the performance is less than what expected. The researcher hoped that the findings may assist the mobile phone operators to improve their performance make customers satisfied and loyal in order to achieved the company's goals.

Keywords: service quality, importance and performance analysis

ABSTRAK

Dalam kondisi sekarang ini zaman dan kemajuan teknologi yang semakin canggih, dan kebutuhan masyarakat dari waktu ke waktu yang lebih kompleks. Untuk memfasilitasi kegiatan manusia yang diperlukan alat komunikasi termasuk teknologi informasi. Salah satu sektor bisnis di industri jasa di Indonesia sedang mengalami pertumbuhan pesat adalah industri telekomunikasi. Hal ini membuat persaingan di telekomunikasi semakin kuat. Kompetisi ini melibatkan banyak hal, tidak hanya dalam bentuk produk, kualitas produk, harga produk, tetapi juga dalam hal layanan yang disediakan. Telkomsel sebagai salah satu perusahaan telekomunikasi terbesar di Indonesia, untuk dapat mempertahankan keberadaan dan tetap diminati oleh pelanggan harus membuat strategi pemasaran jangka panjang, antara lain melalui pelayanan kepada pelanggan setia kami, terutama kualitas layanan atau kualitas layanan. Tujuan dari penelitian ini adalah untuk menguji bagaimana pentingnya kualitas pelayanan di Telkomsel Manado, dan bagaimana kinerja kualitas pelayanan di Telkomsel Manado dengan menerapkan Analisis Kepentingan dan Kinerja metode. Hasil analisis tersebut adalah nilai rata-rata dari atribut Kepentingannya lebih tinggi dari nilai rata-rata di Kinerja, yang berarti responden merasa bahwa Kinerja dari Telkomsel di Manado sangat penting tetapi kurang dari yang diharapkan. Peneliti berharap bahwa temuan dapat membantu operator telepon selular untuk meningkatkan kinerja mereka untuk membuat pelanggan puas dan loyal untuk mencapai tujuan perusahaan.

Kata Kunci: kualitas layanan, analisis kepentingan dan kinerja

1. INTRODUCTION

Research Background

In today's conditions of the times and technological advances increasingly sophisticated, and societal needs from time to time more complex. To facilitate human activities necessary tool communications include information technology. One of the business sector in the service industry in Indonesia is experiencing rapid growth is the telecommunications industry.

This makes competition in telecommunications is getting stronger. Competition is a situation that can not be avoided, after all this time living in an era of telecommunications, now toward the era of full competition, where more business competition is open, sharp, and simultaneously.

These conditions also make consumers more cautious in choosing services offered by companies of telecommunications services. Starting from choose quality telecommunication services. This was followed by price affordable or in accordance with the purchasing power of consumers. A quality product is something coveted consumers. The quality of telecommunications services Nice is certainly much needed consumer in everyday communication activities. The higher the degree of satisfaction received by consumers on the use of a product, identifies the product the quality.

Telkomsel as one of the largest telecommunications company in Indonesia, to be able to maintain a presence and to remain in demand by customers must create a long-term marketing strategy, among others through service to our loyal customers, especially a quality service or quality of service. Quality of service is a key requirement that telecommunications companies can survive and become the number one continuously in Indonesia. Quality of service is an implementation of the consumer is king, so the company is continuously and sustainably cultivate and pursue a variety of activities and events, products and services, and innovation to its loyal consumers through high-quality service from time to time.

Based on the previous explanation, the researcher is interested to analyze the Importance and Performance of Service Quality of Telkomsel in Manado, because of that this research titled "Study on Service Quality of Telkomsel Manado by Using Importance and Performance Analysis".

Research Objective

The purposes of this research are to figure out how is the Importance of Service Quality in Telkomsel Manado and how is the Performance of Service Quality in Telkomsel Manado.

Theoretical Framework Marketing

Marketing is an integrated communications development that aims to provide information about the goods or services in relation to satisfying the needs and desires of humans. Marketing is a social process in which there are individuals and groups, to get what they need and want by creating, offering and freely exchanging products of value with others (Kotler and Amstrong, 2013). Marketing activity are interconnected activities with the limb as a system.. Based on those theories, marketing give influence for company or organization to be successful.

Service Quality

According to Rangkuti (2006) Service quality is the delivery of services that will exceed the level of customer interest. Service quality is most often conceptualized as the comparison of service expectations with actual performance perceptions (Zeithaml&Bitner: 2003). In 1988, Parasuraman et al (in Fitzsimmons and Fitzsimmons, 1994, in Tjiptono, 2008) found that five key dimensions of quality of service. These five key dimensions are (1) Tangibles; (2) Reliability; (3) Responsiveness; (4) Assurance; and, (5) Empathy (Tjiptono, 2008). Based on those theories service quality is something really important that notice by customers.

Previous Research

Kushwaha, Bhargav (2014) analyse the gap in service quality of Telecom sector in terms of cutomers expectations and perceptions regarding mobile phone service. It is important to explore and map the differences which indicate that there is scope for improvement on behalf of the mobile phone service providers. The primary data was collected with help of a standardized questionnaire of service quality of Parsuraman et al. (1998).

2. RESEARCH METHOD

Type of Research

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

Place and Time of Research

The study was conducted in Faculty Of Economy and Business Sam Ratulangi University Manado, International Business Administration Program from the period of April - June 2016.

Population and Sample

The population in this research is customer of Telkomsel in Manado. The sample of this research is 100 customers of Telkomsel in Manado at Interntional Business Administration program, Faculty Of Economy and Business Sam Ratulangi University.

Data Collection Method

Individual provide information when interviewed, administered questionnaires, or observed. Group depth interviews, or focus groups, are the other rich source of primary data (Sekaran and Bougie 2009). Primary data of this research is questionnaire. The source of data that used is primary data which is the information that we obtained first-hand by the researcher on the variables of interest for the specific purpose of the study (Sekaran & Bougie, 2009) in this study primary data is the data that collected from the questionnaire of respondent by direct survey, go to the field an spread the questionnaire.

Operational Definition

- 1. Tangibles** The appearance of physical facilities, equipment, personnel, and communication materials. In the observation it includes: Up to date & clean vehicle, Clean and comfortable inside and outside taxi, Well dressed and appear neat driver, Complete facilities and equipment,

2. **Reliability** The ability to perform the promised service dependably and accurately. This includes: Easy to find Blue Bird Taxi, Quick service for customers, Driver’s compliance with traffic rules, No smoking, phoning, and eating while driving.
3. **Responsiveness** The ability of the company performed by direct employees to provide fast and responsive services. This includes: Provided booked-taxi and arrive at time, Prompt complains respond, Drivers are honest and righteous, and Arrange reasonable routes for customers.
4. **Assurance** The knowledge and behavior of employees to build trust and confidence in customers to services offered. In this research, it includes: Prompt lost luggage, Price tag displayed and charge metered, Security facilities available, Driver’s knowledge of routes
5. **Empathy** Caring, individualized attention the firm provide to its customers. This includes: Drivers are friendly, Best suggestion for customers, Warm service of the driver, and Understand customers moods.

Data Analysis Method

Validity and Reliability

There are 100 questionnaires with 50 questions answered by the customer of Telkomsel Manado and been tested with using validity and reliability test with the SPSS application. Validity refers to the extent to which an instrument measures what it is supposed to measure (Wiersma and Jurs 2005). Reliability of a measure is established by testing for both consistency and stability (Sekaran and Bougie, 2009)

Importance and Performance Analysis

Importance-Performance Analysis was first proposed and introduced by Martilla and James (1977) as a means by which to measure client satisfaction with a product or service. 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 and James, 1977). The IPA model is divided into four quadrants, with importance on the y-axis and performance on the x-axis. The four-quadrant IPA matrix is shown in Fig. 3.6.1. **Quadrant I** is labeled “Keep Up the Good Work,” with high importance/high performance, which indicates that the firm has been performing well to gain competitive advantage. **Quadrant II** is labeled “Concentrate Here,” with high importance/low performance, indicating that the firm has been performing poorly and requires improvement to be a top priority. **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. **Quadrant IV** is labeled “Possible Overkill,” with low importance/high performance, indicating that employees are satisfied with the performance, but the specific attribute is relatively non-important. In this situation, the leader should allocate more resources to manage attributes that reside in Quadrant (Matrilla & James, 1977; Shieh & Wu, 2009; Wong et al., 2011).

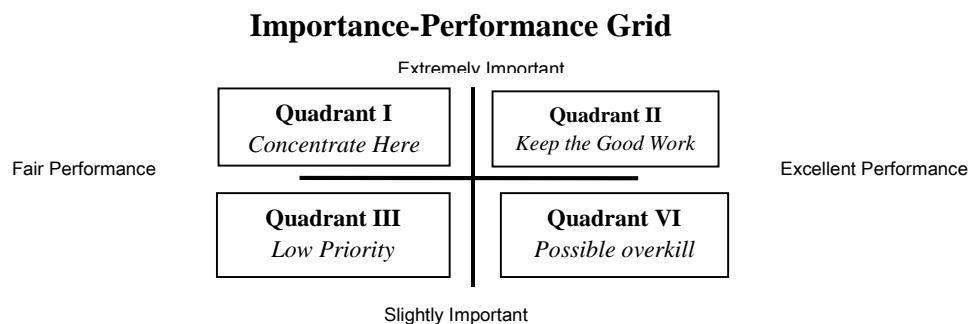


Figure 1. Importance and Performance Grid

Source: Adapted from Martila and James (1997) : *Importance-Performance Analysis. Journal of Marketing*

3. RESULT AND DISCUSSION**Validity and Reliability Result****Validity****Table 1. Validity Result of Importance and Performance**

Clean and Comfortable Service Place	.758	Valid	.616	Valid
Interesting Packaging	.860	Valid	.622	Valid
Reachable Service Office	.841	Valid	.730	Valid
Offering High-quality Product	.780	Valid	.593	Valid
Simple Packaging Completed with Instruction of Usage Card Inside	.866	Valid	.597	Valid
Stable signal	.741	Valid	.666	Valid
Cheap and Constant Product Price and Service Tariff	.921	Valid	.696	Valid
Providing Complete Features	.849	Valid	.647	Valid
Giving Promotion or Tariff Discount	.781	Valid	.617	Valid
Cheap Price of Credit and Mobile Data	.843	Valid	.690	Valid
Quick Response for Customers Complaints	.802	Valid	.720	Valid
Service Complaints 24 hours	.818.	Valid	.675	Valid
Adequate Knowledge to Answer Customerss Question and to Solve Their Issues	.814	Valid	.715	Valid
Ability Describeing and Understanding The Offered Products	.806	Valid	.748	Valid
Quick Response in Handling Customers Needs	.815	Valid	.766	Valid
Having Competent and Profesional Employees	.781	Valid	.584	Valid
Being Trustworthy To The Customers in Handling Issues	.832	Valid	.550	Valid
Personal Data of Customers are Guaranteed to be Safe	.882	Valid	.567	Valid
Telkomsel Employee Carrying Out Their Dutis Properly	.819	Valid	.545	Valid
Facility and Bonuses Match With Have Been Offered	.751	Valid	.754	Valid
Capability of Telkomsel Employee to Communicate Well with Customers	.713	Valid	.726	Valid
Ability in Serving Customers Friendly and Wisely	.595	Valid	.583	Valid
Being Sympathetic Towards Customers Issues	.877	Valid	.644	Valid
Treating Customers Kindly and Headfully	.822	Valid	.723	Valid
Ability in Understanding Customers Needs	.740	Valid	.667	Valid

Source: SPSS Output (2016)

Reliability

Reliability analysis was using the Alpha Cronbach Analysis in this research for Importance the result is 0.826 and for Performance the result is 0.660 which both are acceptance limit of 0.6, therefore the research instrument is reliable.

Importance and Performance analysis Result

Table 2. Importance and Performance Mean

Attributes	Importance		Performance	
	MSA Correlation	Status	MSA Correlation	Status
Clean and Comfortable Service Place		4.63	4.49	II
Interesting Packaging		4.6	4.54	II
Reachable Service Office		4.63	4.49	II
Offering High-quality Product		4.65	4.5	II
Simple Packaging Completed with Instruction of Usage Card Inside		4.65	4.45	II
Stable signal		4.67	4.24	II
Cheap and Constant Product Price and Service Tariff		4.64	4.28	II
Providing Complete Features		4.6	4.32	II
Giving Promotion or Tariff Discount		4.66	4.37	II
Cheap Price of Credit and Mobile Data		4.65	4.33	II
Quick Response for Customers Complaints		4.43	3.42	III
Service Complaints 24 hours		4.43	3.39	III
Adequate Knowledge to Answer Customers Question and to Solve Their Issues		4.44	3.4	III
Ability Describing and Understanding The Offered Products		4.39	3.39	III
Quick Response in Handling Customers Needs		4.46	3.39	III
Having Competent and Profesional Employees		4.57	4.52	II
Being Trustworthy To The Customers in Handling Issues		4.63	4.42	II
Personal Data of Customers are Guaranteed to be Safe		4.58	4.51	II
Telkomsel Employee Carrying Out Their Dutis Properly		4.64	4.42	II
Facility and Bonuses Match With Have Been Offered		4.55	4.23	II
Capability of Telkomsel Employee to Communicate Well with Customers		4.44	4.34	IV
Ability in Serving Customers Friendly and Wisely		4.42	4,35	IV
Being Sympathetic Towards Customers Issues		4.45	4.44	IV
Treating Customers Kindly and Headfully		4.45	4.35	IV
Ability in Understanding Customers Needs		4.44	4.33	IV
Average		4.54	4.19	

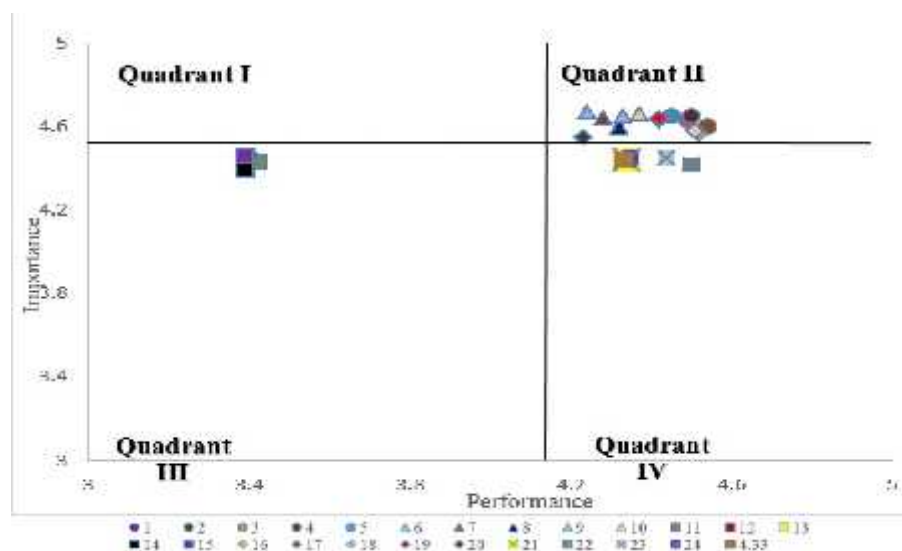
Source: Data Processed (2016)

Based on the table above, the top 5 attributes in which respondent attach a high importance level are Stable Signal at the first place, the second place is Giving Promotion or Tariffs Discount, third place is Cheap Price of Credit and Mobile Data, the fourth place is Offering High-Quality Product, and Simple Packaging Completed With Instruction Usage Card Inside at the fifth place.

Meanwhile, Cheap and Constant Product Price and Service Tariffs , Telkomsel Employee Carrying Out Their Duties Properly, have an equal mean values which is 4.64. Followed by Reachable Service Office, Clean and Comfortable Service Place, and Being Trustworthy to the customers in handling issues (4.63), then Interesting Packaging, and Providing Complete Features (4.6), Personal Data Of Customers are Guaranteed to be Safe (4.58), Having a Competent and Professional Employee (4.57), Facility and Bonuses Match What Have Been Offered (4.55), Quick Response in Handling Customers Needs (4.46), Adequate knowledge to answer cutomers qestion and to solve their issues, Capability of Telkomsel Employees to Communicate Well with Customers, and Ability in Understanding Cutomers Needs have an equal mean values (4.44), Quick Response for Custoers Complaints, and Service Complaints 24 hours (4.43), and the lowest values of importance level is Ability in Serving Customers Friendly and wisely (4.42).

Alongside the importance mean value, table 4.3 displayed performances mean value of each attributes. Interesting Packaging is the first place with the highest mean value that reached (4.54) and after that Having Competent and Profesional Employee with mean value that reached (4.52) and then Personal Data of Customers are Guaranteed to be Safe with mean value (4.51). Those are the top 3 of highest mean value in performance level. Offering High-Quality Product is (4.5), close to that Clean and Comfortable Service Place, and Reachable Service Office (4.49), followed by Simple Packaging Completed with Instruction Usage Card Inside (4.45), Being Sympathetic Towards Customers Issues (4.44). After that, Being Trustworthy To The Customers in Handling Issues, and Telkomsel Employee Carying Out Their Duties Properly (4.42), followed by Givng Promotion or Tariffs Discount (4.37), Ability in Serving Customers Friendly and Wisely, and Treating Customers Kindly and Headfully (4.35), Capability of Telkomsel Employee to Communicate Well with Customers (4.34), Cheap Price of Credit and Mobile Data, and Ability in Understanding Customers Needs (4.33), Cheap and Constant Product Price and Service Tarff (4.28), Stable Signal (4.24), and the 5 lowest mean value of performance is Quick Response for Customers Complaints (3.42), followed by Service Complaints 24 Hours, Ability in Describing and Understanding Offered Product, and Quick Response in Handling Customers Needs (3.39), and the last is Adequate Knowledge to Answer Customers Questions and to Solve Their Issues (3.4). A high performance mean value indicates that company delivers a good service quality and the respondents perceived to be satisfied with what given to them.

An Importance and Performance Analysis matrix then obtained by combining a pair of coordinate axis where Y is importance and X is Performance. The average of Importance's attributes (y = 4.54) and Performance's attributes (x = 4.19) created the meet point and four quadrants in Cartesians graph as shown in figure 4.3.



Where :

1. Clean and Comfortable Service Place
2. Interesting Packaging
3. Reachable Service Office
4. Offering High-quality Product
5. Simple Packaging Completed with Instruction of Usage Card Inside
6. Stable Signal
7. Cheap and Constant Product Price and Service Tariff
8. Providing Complete Features
9. Giving Promotion or Tariff Disount
10. Cheap Price of Credit and Mobile Data
11. Quick Response for Customers Complaints
12. 24 hours Complaints Service
13. Adequate Knowledge to Answr Customers Questions and to Solve their Issues
14. Ability in Describing and Understanding the Offered Product
15. Quick Response to Handle Customers Needs
16. Having Competent and Profesonal Employees
17. Being Trustworthy to the Customers in Handling Issues
18. Personal Data of Customers are Guaranteed to be Safe
19. Telkomsel Employee Carrying out Their Duties Properly
20. Facility and Bonuses Match What Have Been Offered
21. Capability of Telkomsel Employee to Communicate Well with Customers
22. Ability in Serving Customers Friendly and Wisely
23. Being Sympathetic Towards Customers Issues
24. Treating Customers Kindly and Headfully
25. Abiluty in Understanding Customers Needs

Discussion

The attributes are spread over 4 quadrant, quadrant I, quadrant II, quadrant III, and quadrant IV. Quadrant I implied a “High importance level and low performance level”, but there is no attributes plotted in quadrant I.

Quadrant II implied a conformity of importance and performance where both have a high values thus this quadrant labeled “ Keep Up the Good Work” and has the most attributes. They are fifteen attributes in Quadrant II . On this case, Telkomsel in Manado succeeded to match customers expectation with a good performance which mean customer experience of these attributes of the Telkomsel service as very important when choosing mobile provider. Similarly, respondent rated the performance of Telkomsel Manado are perform very well in these activities.

Quadrant III indicates a low importance and low performance, labeled “Low Priority”. There are five attributes in this quadrant. This quadrant contains five attributes of service quality which received the lowest grades on the performance scale. The customers perceived that attributes in this quadrant are low important and Telkomsel in Manado also has low performance in delivering those service quality.

Quadrant IV called as ‘possible overkill’ that implied a low importance mean while the performance shown is high. Five attributes are plotted on quadrant IV means that customer considered on these attributes is not so important, but as the result respondent are satisfied with

the performance. Managers should consider present efforts on these attributes of this cell as being superfluous or unnecessary.

4. CONCLUSIONS AND RECOMMENDATION

Conclusions

1. The importance of service quality in Telkomsel Manado mostly their have attribute that has high important for customers.
2. The performance of service in Telkomsel Manado has a very good performance and match with customers expectation.

Recommendation

The researcher provided recommendations addressed to the company to improve the service quality from the overall result. The recommendations are listed as follows.

1. The company only has to keep it's usual performance for Clean and Comfortable Service Place, Interesting Packaging, Reachable Service Office, High Quality Product Offered, Simple Packaging and Complete with Instruction Use Card Inside, Stable Signal, Cheap and Invariable Price and Tariffs of Product, Complete Feature Provides, Give a Promotion or Discount Tariffs, Pulse and Quotas is Cheap, Have a Competent and Profesional Employee, Give a Confidence to Customers, Customers Personal Data Can be Guaranteed to be Safe, Telkomsel Employee Carry Out Their Duties Properly, and Facilities and Bonuses in Accordance with those Offered. Company can improve those service quality in order to make customers satisfied and loyal in order to achieved the company's goals.
2. There are Responsive in Responding Complaints of Customers, Service Complaints 24 hours, The Employee Have a Knowledge to Answer The Question or Issues from Customers, Can Explain and Understand The Product Offered, and Quick Response to Handle Customers Needs in quadrant III. It means that the attribute have low priority in Telkomsel Manado. The attributes in this quadrant are not important to customers so the management of Telkomsel Manado should not be overly concerned to this attributes.
3. Attributes that are in quadrant IV which are Telkomsel Employee Can Communicate Well With Customers, Friendly and Wise in Serving Customers, Employee be Sympathetic to The Problem Of Customers, Treat Customers Well and Attentive, and Understand Customers Needs are unimportant to customers but the customers are satisfied with management of Telkomsel performance. However, these attributes are not important to customers as much as the attributes in quadrant II, so company should realize that the attribute in quadrant II should have high performance than the attributes in quadrant IV.

REFERENCES

Paper in Journal

- [1] Abalo, J., Varela, J. and Manzano, V. (2007), 'Importance values for Importance Performance Analysis: A formula for spreading out values derived from preference rankings', *Journal of Business Research*, 60(2), 115-121.
- [2] Bacon, D. (2003), 'A Comparison of Approaches to Importance-Performance Analysis', *International Journal of Market Research*, 45(1), 55-71.
- [3] Cavana, R. Y., Delahaye, B. L., and Sekaran U. 2001. *Applied Business Research: Qualitative and Quantitative Methods*. Queensland: John Wiley and Sons Australia, Ltd.
- [4] Chang, J C., 2008, "Taiwanese Tourists" perceptions of Service Quality on Outbound

- Guided Package Tours: A Qualitative Examination of the SERVQUAL Dimensions” *Journal of Vacation Marketing*, Volume 15(2), P.164-178
- [5] Guadagnolo, F. (1985), ‘The importance-performance analysis: An evaluation and marketing tool’, *Journal of Park and Recreation Administration*, 3 (2), 13-22.
- [6] Go, F. and Zhang, W. (2008), ‘Applying importance-performance analysis to Beijing as an international meeting destination’, *Journal of Travel Research*, 35(1), 42-49.
- [7] Grönroos, C., 2007, “Service Management and Marketing: Customer Management in Service Competition”, 3rd Edition, John Wiley & Sons Ltd., England.
- [8] Kaiser, H. F. 1974b. A note on Equamax Criterion. *Multivariate Behavioral Research*, 9: 501-503.
- [9] Kang, G. D. & James, J. (2004). Service Quality Dimension an Examination of Gronroos’s Service Quality Model. *Managing Service Quality*, 14 (4), 266-277.
- [10] Kotler, P. and Armstrong, G. 2013. *Principles of Marketing*. 15th Edition. Prentice Hall, UK, London.
- [11] Kotler, P. and Keller, K. L. (2015) “Marketing Management”, (15th edition), London: Pearson Education.
- [12] Kibera, F. N. (Ed.). (1996). *Introduction to Business: A Kenyan Perspective*. Nairobi: Kenya Literature Bureau.
- [13] Kimonye, M. (1998). The Key to Customer Satisfaction, *Marketing Review*. A Journal of Marketing Students Association, 10.
- [14] Kitchaoren, K. 2004. The Importance-Performance Analysis Of Service Quality In Administrative Departments Of Private Universities In Thailand. *ABAC Journal*. 24(3): 20-46.
- [15] Khuswaha, S. V., and Bhagrav, A. 2014. Service Quality Expectations And Perceptions Of Telecom Sector In India. *International Journal of Advancement in Technology*. 5(1): 1-10.
- [16] Kumra, R., 2008, “Service Quality in Rural Tourism: A Perspective Approach”. *Conference on Tourism in India-Challenges Ahead*, India, P. 424-431
- [17] Martilla, J. and James, J. (1977), ‘Importance-Performance Analysis’, *Journal of Marketing*, 41(1), 77-79.
- [18] Matzler, K., Sauerwein, E. and Heischmidt, K. (2003), ‘Importance-performance analysis Revisited: the role of the factor structure of customer satisfaction’, *The Service Industries Journal*, 23(2), 112-129.
- [19] Pike, S. (2004)., ‘The Use of Repertory Grid Analysis and Importance-Performance Analysis to Identify Determinant Attributes of Universities’, *Journal of Marketing for Higher Education*, 14(2), 1-18.
- [20] Parasuraman, A., Zeithaml, V. A., Berry, L. L. (1988).
- [21] SERVQUAL: a multiple-item scale for measuring consumer
- [22] perception of service quality. *Journal of Retailing*, 64, 12-40.
- [23] Ramsaran-Fowdar, R.R., 2007, “Developing a service quality questionnaire for the hotel industry in Mauritius”, *Journal of Vacation Marketing*, Volume 13(1), P. 19-17
- [24] Shakur, M., Doherty, N., and Ellis-Chadwick, F. 2012. Importance-performance analysis of retail website . service quality. *Journal. Open Research Online*.
- [25] Slack, N. (1994), ‘The Importance-Performance Matrix as a Determinant of Improvement Priority’, *International Journal of Operations & Production Management*, 14(5), 59-75.
- [26] Silva, F. J. H., and Fernandes, P. O. 2014. Importance-Performance Analysis As A Tool In Evaluating Higher Education Service Quality: The Empirical Results Of Estig (IPB). *Proceeding International Conference Creating Global Competitive Economies: A 360-Degree Approach*.
- [27] Sultan, P. & Wong, H. (2010). Performance Based Service Quality Model: An Empirical Study of Japanese Universities. *Quality Assurance in Education*, 18(2), 126- 143.
- [28] Tzeng, G. H. and Chang, H. F. 2011. Applying Importance-Performance Analysis as a

- Service Quality Measure in Food Service Industry. *Journal of Tehnology Management and Innovation*. 6(3): 106-115.
- [29] Wiserna, W. and Jurs, S. G. (2005): *Research Methods in Education*. 8th Ed., New York: Allyn and Bacon
- [30] Zeithaml, V.A., Parasuraman, A., Berry, L.L., 1990, *Delivering Quality Service*, The Free