
THE IMPORTANCE AND PERFORMANCE ANALYSIS OF SERVICE QUALITY AT TASIK RIA RESORT HOTEL NORTH SULAWESI

*ANALISA KEPENTINGAN DAN KINERJA KUALITAS PELAYANAN
DI TASIK RIA RESORT HOTEL SULAWESI UTARA*

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ABSTRACT:

The presence of new hotels in North Sulawesi make Tasik Ria Resort Hotel must be continue to improve to retain customers in order winning the competition. The purpose of this research is to analyze the importance and performance of service quality that be priority to enhance by Tasik Ria Resort Hotel. This research uses descriptive quantitative method by using Importance-Performance Anlysis (IPA). 100 guests who stayed there were surveyed as the respondents. The result shows there are 4 attributes located in quadrant I (high importance, low performance), 6 attributes located in quadrant II (high importance, high performance), 3 attributes in quadrant III (low importance, low performance), and 3 attributes in quadrat IV (low importance, high performance).

Keywords: service quality, importance and performance analysis.

ABSTRAK

Kehadiran resort hotel baru di Sulawesi Utara membuat Tasik Ria Resort Hotel harus terus meningkatkan kualitas pelayanannya untuk mempertahankan pelanggan agar memenangkan persaingan. Penelitian ini bertujuan untuk menganalisis kinerja dan pentingnya kualitas pelayanan yang menjadi prioritas untuk ditingkatkan oleh Tasik Ria Resort Hotel. Metode penelitian ini menggunakan deskriptif kuantitatif dengan analisa Kepentingan dan Kinerja (IPA). 100 tamu yang sedang menginap disurvei sebagai responden. Hasil penelitian menunjukkan ada 4 atribut terletak pada kuadran I (tingkat kepentingan tinggi, kinerja rendah), 6 atribut terletak pada kuadran II (tingkat kepentingan tinggi, kinerja tinggi), 3 atribut pada kuadran III (tingkat kepentingan rendah, kinerja rendah), dan 3 atribut di kuadrat IV (tingkat kepentingan rendah, kinerja tinggi).

Kata Kunci: kualitas pelayanan, analisa kepentingan dan kinerja.

1. INTRODUCTION

Research Background

In the recent years, the tourism industry has become one of the most important players in the growth of economies worldwide. There are many tourism potential that have by Indonesia's region, one of them is in North Sulawesi. The growth of new resorts and hotels in North Sulawesi lately become a sign that the competitiveness in hotel industry is being tight.

The current issues that happening, Manado start being reasonable access to the various tourist destinations in North Sulawesi for tourists from China. News from Tempo.co said that there are 2,000 tourists was landing at Sam Ratulangi Airport on July 12th 2016. The arrival of Chinese tourists to Manado will have a positive impact on the economy of North Sulawesi.

Tasik Ria Resort Hotel as one of the famous hotel that established since 2000 in North Sulawesi always improve their level of service quality to satisfy their costumer. The presence of those hotels make Tasik Ria Resort Hotel must be continue to improve to retain customers in order not to run into competitors.

In facing the competition, there are several dimensions of service quality that can influence consumer behavior for choosing Tasik Ria Resort Hotel, the dimensions are tangible, reliability, responsiveness, assurance and empathy. This research was using Importance and Performance Analysis (IPA) tools to measure the service quality dimensions.

Research Objective

The objectives of this research to achieve are:

1. To identify the importance of service quality at Tasik Ria Resort Hotel.
2. To identify the performance of service quality at Tasik Ria Resort Hotel.

Theoretical Framework

Marketing

Lewis (2000), marketing is a way of doing business and hospitality industry have come to embrace a much a more market-oriented approach to business. Kotler and Keller (2009) stated that marketing is an organizational function and set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

Service

According to (Kotler, 2002) Services is delivering activities or actions by someone, company or organization to other person or customer. Service can be defined as any action or activities offered by one party to the other, which basically is something intangible and does not result in any ownership.

Service Quality

Service quality is an aspect that has aroused considerable interest and sparked debate in current research literature, because of the difficulties in both defining and measuring it with no consensus emerging on either issue (Wisniewski, 2001). Service quality is defined as the consumer's rating of the overall excellence or superiority of the service offered (Kleynhans and Zhou, 2012). Based on their theories service quality is the rate of excellence expected and control over the level of excellence to meet customer desires.

Customer Satisfaction

Oliver (1980) indicates that customer satisfaction requires full meeting customer expectations of products and services. When performance matches or exceeds customer expectations for service, they are satisfied. If not, they are not satisfied.

Previous Researches

Kleynhans and Zhou (2012) have research about service quality at selected hotels in Pretoria, South Africa. The study was quantitative in nature and conducted in the form of a self-administered survey. The findings revealed that the average ratings for expectations were higher than the average perception ratings in all five dimensions of service quality (reliability, empathy, assurance, responsiveness and tangibles). This resulted in a negative total Servqual gap. Tangibles had the largest gap score when compared with the other gap scores. This implied that guests attached high expectations to the tangible elements of the hotel. In contrast, reliability had the lowest gap score when compared with the other gap scores.

Conceptual Framework

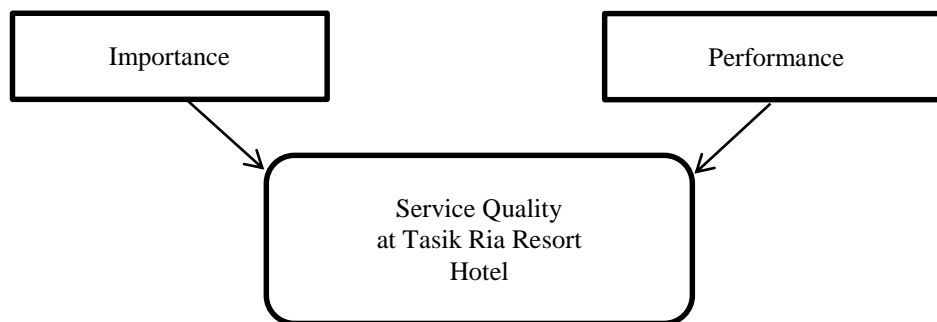


Figure 1. Conceptual Framework
Source: Data Processed, 2016

2. RESEARCH METHOD

Type of Research

This research is a type of descriptive study with quantitative methods by using Importance-Performance Analysis (IPA) approach as analytical tool.

Place and Time of Research

The study was conducted at Tasik Ria Resort Hotel between two months from September – October 2016.

Population and Sample

The population in this research are the guests of Tasik Ria Resort Hotel North Sulawesi. The sample sizes of this research are 100 guests or respondents who had been staying there.

Data Collection Method

In Primary data is data obtained directly from the original sources, specifically collected by the researcher to answer the research problem and gets primary data from the results of questionnaires. In Secondary data researchers looked at from the point of the research taken collection of books, journals, and relevant literatures from library and internet.

Operational Definition and Measurement of Research Variables

1. Tangible (X1) is the part of service quality dimension in Tasik Ria Resort Hotel in the form of the building condition, physical facilities, and personnel appearance.
2. Reliability (X2): is the ability of Tasik Ria Resort Hotel to perform services promised in dependably, accurately, and consistently.
3. Responsiveness (X3): is the ability performed by employee of Tasik Ria Resort Hotel to provide prompt, precise, and responsive services.
4. Assurance (X4): is the knowledge and courtesy of Tasik Ria Resort Hotel employees that build trust and confidence in consumers to service offered.
5. Empathy (X5): is the ability of Tasik Ria Resort Hotel employees to give individual attention to consumers, as well as sensitivity to the needs of consumers.

Data Analysis Method

Validity Test

Validity test is a testing the connection or relationship between the item in question in one variable. Validity test used to measure the validity of the questionnaire (Umar, 2002). A questionnaire is said to be valid if the items question can reveal something to be measured by the questionnaire.

Reliability Test

The reliability is a measure of the stability and consistency of a respondent in answering matters related to constructs that question is a variable dimension and arranged in a form of a questionnaire (Sugiyono, 2004). Reliability testing is the testing of the results of respondents' answers whether consistent or reliable from time to time.

Importance and Performance Analysis

The Importance-Performance Analysis (IPA) was created by Martilla and James (1977) to evaluate the automobile dealer’s service to measure the relationship between the priorities of improving the quality of products / services which is also known as a quadrant analysis. The Importance-Performance Analysis conceptually rests on multi-attribute models. This technique identifies strengths and weaknesses of a market offering in terms of two criteria that consumers use in making a choice. One criterion is the relative importance of attributes. The other is consumer evaluation of the offering in terms of those attributes. The interpretation of the IPA is graphically presented on a grid divided into four quadrants. The figure shows below the IPA grid. The Y-axis reports the customers' perceived importance of selected attributes, and the X-axis shows the product's (or service's) performance in relation to these attributes. The four quadrants are: Concentrate Here, Keep Up the Good Work, Low Priority and Possible Overkill.

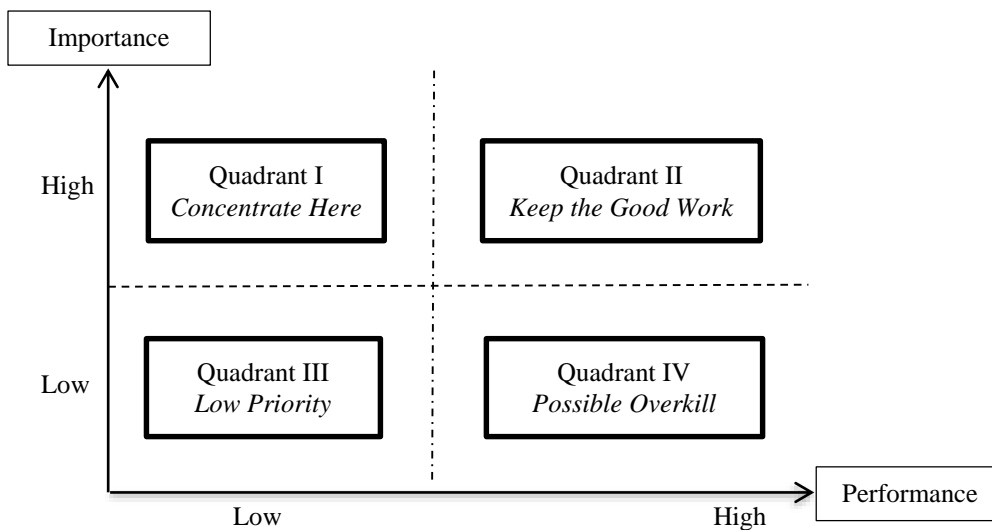


Figure 2. Importance-Performance Grid
 Source: Adapted from Martila and James (1997)

3. RESULT AND DISCUSSION

Result

Validity Test

The entire data correlation index is greater than 0.3 and below the significance level of 5% therefore means the data is considered as valid

Table 1. Validity Test

Correlations		Avr_Imp	Avr_Prfl	Avr_Imp_Prfl
Avr_Imp	Pearson Correlation	1	.076	.683**
	Sig. (2-tailed)		.454	.000
	N	100	100	100
Avr_Prfl	Pearson Correlation	.076	1	.780**
	Sig. (2-tailed)	.454		.000
	N	100	100	100
Avr_Imp_Prfl	Pearson Correlation	.683**	.780**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed, 2016

Reliability Test

The reliability test in this research uses Alpa Cronbach. If Alpa Cronbach is less than 0.6 then it is unreliable. The interpretation of Alpa Cronbach by Sekaran (2003) is: < 0.6 indicates unsatisfactory internal consistency or consider that the data is unreliable, > 0.6 or 0.7 indicates that the data is acceptable, 0.8 indicates good internal consistency or consider that the data resulted is reliable.

Table 2. Reliability Analysis of Importance

Cronbach's Alpha	N of Items
.652	16

Source: Data Processed, 2016

Table 3. Reliability Analysis of Performance

Cronbach's Alpha	N of Items
.741	16

Source: Data Processed, 2016

The result in Table 5.3 indicates that the Cronbach's Alpha of Importance is .652, and the Table 5.4 the Cronbach's Alpha of Performance is .741. It shows that the Cronbach's Alpha Value of all indicators is above 0.6, which means all the variables is reliable.

The Importance and Performance Analysis of Service Quality

Service quality at Tasik Ria Resort Hotel North Sulawesi measure in sixteen indicators at level of Importance and Performance analysis which are building condition and facilities, the hotel has appropriate room, timely completion of promises made to guests, the hotel keeps accurate records, simplicity in the administrative process, provide good service to the guests ranging from first

entering the hotel, hotel staff can quickly provide the services guest need, hotel staff providing service at the promised time, friendly staff, trustworthiness of hotel staff, guests feeling secure when interacting with hotel staff, ability of service staff to provide correct information, hotel staff give the guest personal attention, hotel staff understand the specific needs of guests, and service hours addressing the needs of customers. According to questionnaires and data tabulation that has done by using Microsoft Excel. The average values of both Importance and Performance determined which quadrant each attribute belong to:

Table 4. Attributes Importance Mean, Performance Mean, and Quadrant

Attributes of Service Quality at Tasik Ria Resort Hotel	Mean Importance	Mean Performance	Quadrant
Building condition and facilities (room, swimming pools, beaches)	4.68	4.94	III
The hotel has appropriate room equipment (TV, AC, bed, bathroom, toiletries and wifi)	4.90	4.88	III
Well-groomed personnel	5.42	5.51	IV
Timely completion of promises made to guests	5.94	5.65	II
The hotel keeps accurate records (reservations, guest records, bills, orders, etc.)	6.10	5.97	II
Simplicity of administrative process (check-in/check-out)	5.79	5.47	II
Provide good service since in the hotel front line	5.42	5.41	IV
Hotel staff can quickly provide the services guest need	5.83	5.17	I
Hotel staff providing service at the promised time	5.71	5.25	I
Friendly staff	6.23	5.36	I
Trustworthiness of hotel staff	6.13	5.43	II
Guests feeling secure when interacting with hotel staff	5.77	5.73	II
Ability of service staff to provide correct information	5.74	4.99	I
Hotel staff give the guest personal attention	5.64	5.75	IV
Hotel staff understand the specific needs of guests	5.88	5.69	II
Service hours addressing the needs of customers	5.57	5.26	III
Average	5.67	5.40	

Source: Data Processed, 2016

Table above shows the top 10 attributes in which respondent attach a high importance level are friendly staff (6.23) at the first place, trustworthiness of hotel staff (6.13) at second place, followed by The hotel keeps accurate records (6.10), timely completion (5.94), hotel staff understand the specific needs (5.88), hotel staff can quickly provide the services guest need (5.83), simplicity in the administrative process (5.79), guests feeling secure when interacting with hotel staff (5.77), ability of service staff to provide correct information (5.74), hotel staff providing service at the promised time (5.71). Meanwhile the 6 others' attribute are hotel staff can quickly provide the services guest need (5.17), service hours addressing the needs of customers (5.57), provide good service to the guests ranging from first entering the hotel (5.42), well-groomed personnel (5.42), the hotel has appropriate room equipment (4.90), and building condition and facilities (4.68).

Alongside the importance mean value, table 5.4 shown the performances mean value of each attributes. The top 10 attributes in which level respondent attach a high performance level are the hotel keeps accurate records (5.97) at the first place, hotel staff give the guest personal attention (5.75) at second place, guests feeling secure when interacting with hotel staff (5.73), hotel staff understand the specific needs of guests (5.69), timely completion of promises made to guests (5.65), followed by well-groomed personnel (5.51), simplicity in the administrative process (5.47), trustworthiness of hotel staff (5.43), provide good service to the guests ranging from first entering the hotel (5.41), friendly staff (5.36). Meanwhile the 6 others attribute are service hours addressing the needs of customers (5.26), hotel staff providing service at the promised time (5.25),

hotel staff can quickly provide the services guest need (5.17), ability of service staff to provide correct information (4.99), building condition and facilities (4.94), The hotel has appropriate room equipment (4.88). A high performance mean value indicates that hotel delivers a good service quality and the respondents perceived to be satisfied with what given to them.

After getting the mean values, 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 ($y = 5.67$) and Performance's attributes ($x = 5.40$) created the meet point and four quadrants in Cartesians graph below:

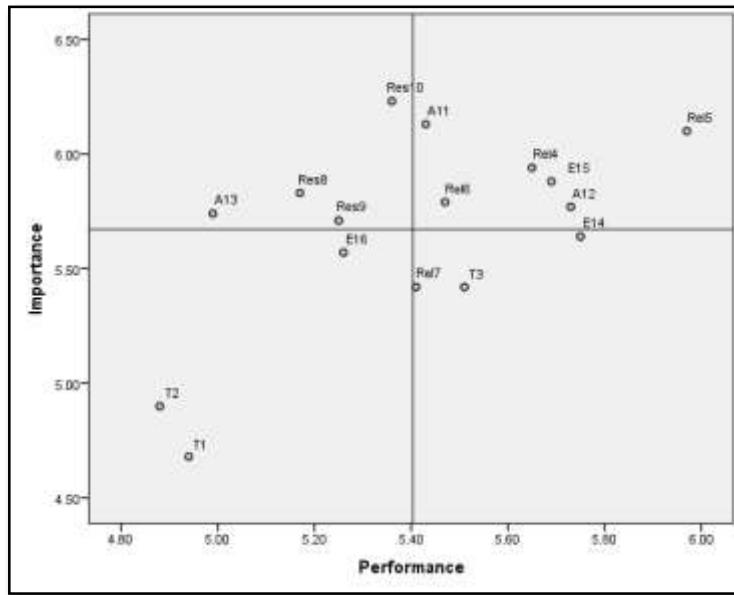


Figure 3. Data Plotting of Service Quality Attributes
 Source: Data Processed, 2016

Discussion

Importance Performance Analysis is a series of service attributes associated with specific services to be evaluated based on the level of importance according to the consumer of each attribute and how the service is perceived its performance relative to each attribute (Tileng et al., 2013). IPA matrix divided into 4 quadrants, Concentration here as quadrant I, Keep up the good work as quadrant II, Low priority as quadrant III, and Possible overkill as quadrant IV.

Figure above shows the attributes located in Quadrant I are hotel staff can quickly provide the services guest need, hotel staff providing service at the promised time, friendly staff, ability of service staff to provide correct information. This quadrant implied a high importance level and low performance level.

The attributes located in Quadrant II are timely completion of promises made to guests, the hotel keeps accurate records, simplicity in the administrative process, and trustworthiness of hotel staff, guests feeling secure when interacting with hotel staff, and hotel staff understands the specific needs of guests. This quadrant implied a high importance level and high performance level, means Tasik Ria Resort Hotel guests are perceived satisfactory in implemented these services.

The attributes located in Quadrant III are building condition and facilities, the hotel has appropriate room equipment, and service hours addressing the needs of customers. This quadrant implied a low importance level and low performance level, means these attributes are in low

priority to be evaluated. The services in this quadrant have a low performance but it does not matter because guests' perceived it is not really important.

The attributes located in Quadrant IV are well-groomed personnel, provide good service to the guests ranging from first entering the hotel, and hotel staff give the guest personal attention. This quadrant implied a low important level and high performance level, means these attributes are possible overkill. In other words, guests had perceived satisfactory of these services performance, even they do not really care about it as important as quadrant I.

4. CONCLUSION AND RECOMMENDATION

Conclusion

1. Hotel staff can quickly provide the services guest need, hotel staff providing service at the promised time, friendly staff, and ability of service staff to provide correct information which is very important service quality for guests, but the performance of Tasik Ria Resort Hotel in these services is perceived to be low.
2. Timely completion of promises made to guests, the hotel keeps accurate records, simplicity in the administrative process, and trustworthiness of hotel staff, guests feeling secure when interacting with hotel staff, and hotel staff understands the specific needs of guests, while the performance of Tasik Ria Resort Hotel in these services is perceived as good as what guests expected.
3. Building condition and facilities, the hotel has appropriate room equipment, and service hours addressing the needs of customers which are assessed to low priority services quality when the importance and performance level are perceived low for guests of Tasik Ria Resort Hotel.
4. Well-groomed personnel, provide good service to the guests ranging from first entering the hotel, and hotel staff give the guest personal attention which are unimportant services quality for guests, however the performance of Tasik Ria Resort Hotel is perceived good more than what guests expected.

Recommendation

The researcher provided recommendations addressed to Tasik Ria Resort Hotel to improve their service quality. Some recommendations have listed as below:

1. Tasik Ria Resort Hotel must concentrate to further enhance staff performance by train them as well. The performance of staff should be friendlier to every guest. Ability of service staff to provide correct information should be better than before, it could be giving an information direction for every 5 miles and standby staff so guest do not get lost and lack information.
2. The service quality which is important and in a good performance are timely completion of promises made to guests, simplicity in the administrative process, and trustworthiness of hotel staff, guests feeling secure when interacting with hotel staff, and hotel staff understands the specific needs of guests have to keep as usual performance to guests in order make them satisfied and be loyal to Tasik Ria Resort Hotel. Actually the hotel should keep accurate records such reservation, bills, etc in order to satisfy guest and make them loyal to come back to the hotel in the future.
3. Low priority to be improved are building condition and facilities, the hotel has appropriate room equipment, and service hours addressing the needs of customers which not important to guests so Tasik Ria Resort Hotel no need to pay attention on these service quality. However, there is few notes from guest to improve the quality of wifi because it seems not working well while they were using it.

4. Low important of service quality which Tasik Ria Resort Hotel performance is relatively high are well-groomed personnel, provide good service to the guests ranging from first entering the hotel, and hotel staff give the guest personal attention are placed in this quadrant. It means Tasik Ria Resort Hotel does not need to focus for these service attributes because guest has already satisfied even it services are not too important for them.

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