



Customer Satisfaction Analysis through Service Quality for Service Strategy Improvement Mutiareads

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Abstract

The impact of the Covid-19 pandemic has forced MSMEs activists to survive and continue to thrive. One of the efforts made is to use the internet in its business activities. In this day of globalization, the rapid growth of internet technology brings numerous benefits to its users, one of which is the ability to conduct sales and purchases online. As a result, there is fierce competition among MSMEs, and business actors must devise strategies that satisfy customers. One way to gratify customers is to improve service quality. Mutiareads is an example of an MSMEs that uses the internet to market its products, including new and secondhand books worth reading. Customer satisfaction is measured in this study using the Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) techniques based on the dimensions of reliability, empathy, tangibles, responsiveness, and assurance. The results that will be obtained from the CSI method are the overall satisfaction level of Mutiareads consumers by 86%. The results of the IPA calculation are that there are 2 attributes that need to be enhanced, 10 attributes need to be maintained, 2 attributes do not effect consumer satisfaction less, and 1 attribute has to be reduced in intensity.

INTRODUCTION

In this era of globalization, the rapid advancement of internet technology gives various benefits to many individuals. Currently, using the internet to start a business does not require high startup expenses and expands business options for entrepreneurs. Making sales and purchases online is one of the advantages afforded by technological advancements.

Covid-19 has had an impact on many micro and small businesses to survive and thrive during the pandemic, one of which is the use of the internet in business activities. As a result, the number and types of businesses that have sprung up have increased, forcing firms to make attempts to catch consumers' attention from the many competitors that have sprung up to stay alive. This has resulted in fierce competition in the business world.

According to The SMERU Research Institute, the pandemic has increased the number of MSMEs using the internet, namely in 2021 59.64% of MSMEs using the internet compared to 2018 which was only 43.13% (SMERU, 2021).

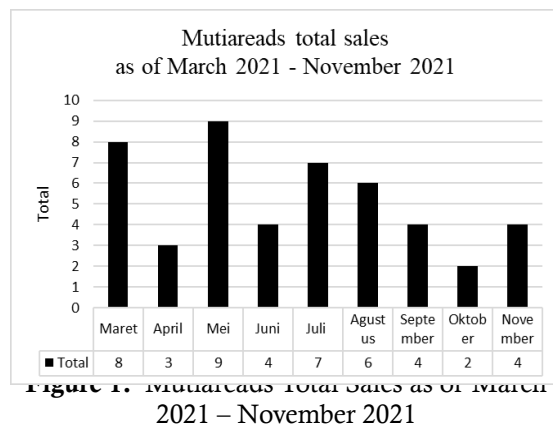
Table 1. Increasing the Number of MSMEs using the Internet

Type of Internet Usage	Year	
	2018	2021
Business Communication	92.54%	91.20%
Sales/Purchases	55.20%	79.78%
Placing Ad	51.09%	64.01%
Browsing	45.78%	46.88%
Mobile Banking	15.67%	16.44%

Consumer satisfaction is a person's sensation that appears both happy and unhappy After comparing the actual performance results of a product or service with the expected performance (Durrani & Lecturer, 2015). One way to deal with fierce competition is to provide high-quality services that satisfy customers. Consumers will be satisfied if their impression of the product or service is the same as or better than predicted, this satisfaction can be attained through the service provider's services (Rekha & Gokila, 2015; Chang et al., 2013; Mwangi & Wanjau, 2019) generalized self-efficacy, public self-consciousness, state hope, self-esteem. Customer pleasure will follow if the organization gives the greatest and highest quality service (Pena et al., 2013).

According to Zeithaml et al. (2017), service quality is defined as an assessment of a customer's views of reliability, assurance, responsiveness, empathy, and tangibles. Customer satisfaction is one component of perceived service quality, according to this viewpoint. Then, by enhancing service quality, the firm can gain consumer loyalty, which can benefit the company (Khudri & Sultana, 2015).

Mutiareads is a online shop that sells new and secondhand books to bookworms via an internet platform. Since March 2021, Mutiareads has been conducting business. Tokopedia, Shopee, and Instagram are used to make sales. From March 2021 to November 2021, Mutiareads sales were as follows:



Promotions are carried out through Instagram with the aim of establishing a two-way relationship with consumers. Photos of books that want to be sold are placed on Instagram feeds with complete and clear descriptions and descriptions of the condition of the books. Seeing positive and negative consumer attitudes, Mutiareads must continue to improve existing deficiencies in order to make consumers more satisfied with the brand, especially in terms of service quality.

There are five drivers that influence consumer satisfaction: price, service quality, product quality, emotional considerations, and costs (Jahanshahi et al., 2016). The factor used in the study to measure satisfaction is service quality because the researcher considers it relevant to Mutiareads' business and to formulate its improvement strategy.

Service quality is the level of excellence expected by customers and the level of excellence is controlled with the aim of fulfilling customer desires (Rather & Camilleri, 2019). Zeithaml et al. (2017) identified five main dimensions of service quality, including: capability to provide the promised service in a timely and accurate manner; willing to help customers and respond promptly to customer requests; knowledge and courtesy of employees and their ability to create trust and confidence in customers; give individual attention to customers and understand the problems faced by customers and act in the interests of customers; and appearance of the company's physical facilities, equipment, human resources, and communication materials (Oh et al., 2020).

Customer Satisfaction Index (CSI) is one method to measure and determine the level of customer satisfaction as a whole through consideration of performance appraisal and expectations (importance) of the measured attributes (Bothe, 1996).

Importance performance analysis is a method to evaluate in knowing the level of consumer satisfaction and determine the attributes that are prioritized to be improved by businesses as a guide in company development (Wong et al., 2011). The goal of this study was to use the CSI and IPA methods to measure and determine the level of consumer satisfaction at Mutiareads in order to assist Mutiareads in formulating service strategies that can be implemented through service quality in an effort to increase customer satisfaction.

The purpose of research is measure customer satisfaction in bookstores. The novelty of research is used alternative scale to measure customer satisfaction effectifely

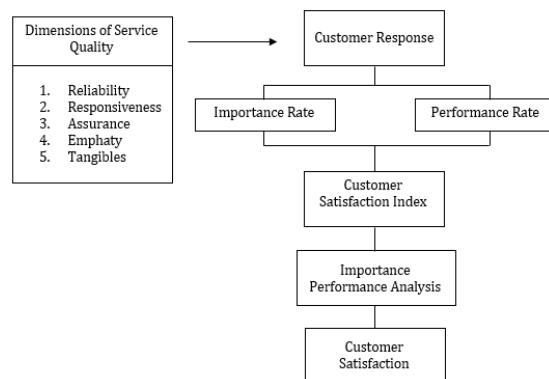


Figure 2. Research Framework

METHOD

The object of research is the online bookstore Mutiareads. Interviews and surveys were utilized to gather data. In the survey, the questionnaire used was based on five service quality indicators. The population used in this study are all Mutiareads consumers who have purchased at least 1 time. The sampling technique used is probability sampling, which is a technique that takes samples by giving equal opportunities to members of the population and the simple random sampling method (Hair et al., 2014), which is a method of taking random samples from members of the population. The slovin formula is used to determine the number of samples to be taken. As calculated using the Slovin formula, the number of samples to support this research was 32 respondents from 47 populations.

Importance Performance Analysis (IPA)

Importance performance analysis (IPA) is a method needed to determine respondents' perceptions of performance factors and expectations (Nagy & Somosi, 2020). IPA is used as an analytical technique that aims to determine the priority factors in increasing customer satisfaction (Phaermrod et al., 2019). IPA compares the extent to which the level of expectation of service users (consumers) against the level of performance as measured by consumer perceptions (Lai & Hitchcock, 2015).

At this stage, the level of conformity between importance and performance is determined through the attributes used in the study. This is accomplished by comparing the importance score with the performance score.

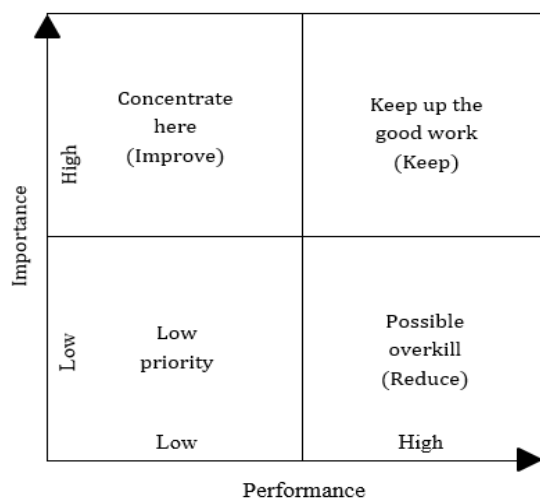


Figure 3. Cartesian Diagram Importance Performance Analysis

Customer Satisfaction Index

The customer satisfaction index (CSI) is a technique for determining total customer satisfaction by taking into the level of customer expectations and performance of service quality. Table 1. below is an illustration of the overall calculation of the customer satisfaction index (CSI) proposed by Bhote (1996).

Tabel 2. Customer Satisfaction Index

Attribute	Importance	Performance	Score
	Scale 1-5	Scale 1-5	
...			
...			
Total Score	Total Importance		Total Score

The result total importance is derived after knowing the average value of the summed expectation column. as well as the score column, which is the result of the sum of importance and performance, resulting in total score.

The customer satisfaction index is calculated using the formula below:

$$CSI = 100\%$$

The value of 5 on 5Y is the maximum value used on the measurement scale. With other information, T is the total value of CSI and Y is the total value of the expectation column. Then the CSI value is interpreted which can be seen in Table 3. To figure out how satisfied customers are.

Tabel 3. Interpretation of the Customer Satisfaction Index

Index Value (%)	Customer Satisfaction Index
81-100	Very Satisfied
66-80.99	Satisfied
51-65.99	Quite Satisfied
35-50.99	Less Satisfied
0-34.99	No Satisfied

RESULT AND DISCUSSION

Validity and Reliability Test Results

After collecting data, the next step that must be done is to test the validity and reliability. The data utilized as a measuring tool in the study must be accurate.

Questionnaires were prepared to determine performance satisfaction and service quality expectations at Mutiareads. As a result of the data received from the questionnaire, it was possible to determine the level of consumer satisfaction and the gap between expectations and performance. Questionnaires were distributed to 32 respondents. Hence, the *r* table used for the validity test is 0.349.

Validity and Reliability Test of the Service Quality variable for The Expectations (importance) Attributes.

Tabel 4. Result of Validity and Reliability Importance Attributes

Attributes		r count	r table	Cronbach Alpha
Realibility	1	0.67	0.35	0.88
	2	0.48	0.35	
	3	0.67	0.35	
Responsiveness	4	0.66	0.35	
	5	0.77	0.35	
	6	0.68	0.35	
Assurance	7	0.57	0.35	
	8	0.66	0.35	
	9	0.57	0.35	
	10	0.65	0.35	
Emphaty	11	0.43	0.35	
	12	0.53	0.35	
	13	0.49	0.35	
Tangibles	14	0.46	0.35	
	15	0.59	0.35	
	16	0.70	0.35	
	17	0.77	0.35	

As a results of the above-mentioned validity test, it is stated that all attributes are considered valid because *r* count > *r* table. Then the results of the reliability test stated that all attributes were reliable because the Cronbach's Alpha value was $0.877 > 0.6$

Validity and Reliability Test of the Service Quality variable for The Performance Attributes.

Tabel 5. Result of Validity and Reliability Performance Attributes

Attributes		r count	r table	Cronbach Alpha
Realibility	1	0.59	0.35	0.88
	2	0.36	0.35	
	3	0.47	0.35	
Responsiveness	4	0.64	0.35	
	5	0.45	0.35	
	6	0.61	0.35	
Assurance	7	0.48	0.35	
	8	0.55	0.35	
	9	0.54	0.35	
	10	0.57	0.35	
Emphaty	11	0.37	0.35	
	12	0.51	0.35	
	13	0.37	0.35	
Tangibles	14	0.48	0.35	
	15	0.48	0.35	
	16	0.58	0.35	
	17	0.57	0.35	

From the data above, it can be said that the instrument used is valid because *r* count > *r* table. The data is also reliable because Cronbach's Alpha is $0.806 > 0.6$.

Customer Satisfaction Index

A questionnaire was created utilizing a Likert scale of 1-5 to execute the CSI technique. The following are the attributes used to calculate the consumer satisfaction index using service quality dimensions:

Tabel 6. Questionnaire Indicators

Dimension	No	Question
Realibility	1	Mutiareads is responsive in providing services
	2	Mutiareads is always ready when I need information
	3	Mutiareads provides accurate information
Responsive-ness	4	Mutiareads is willing to help with my friends
	5	Mutiareads responds well when I make a complaint
	6	Mutiareads is patient when I ask for information

Assurance	7	I feel safe when transacting on Mutiareads
	8	I feel that what I'm looking for is found in Mutiareads
	9	Mutiareads has been consistently friend to me
	10	Mutiareads has the understanding to answer my question
Emphaty	11	Mutiareads pays attention to me personally
	12	Mutiareads understand to problem I'm facing
	13	Mutiareads puts my interest first
Tangibles	14	The product that arrived met my expectations
	15	Safe product packaging until the goods reach my hands
	16	Mutiareads has an attractive product photo display on Tokopedia
	17	Mutiareads has neat feeds on instagram

After distributing the questionnaires, data was obtained as a research support tool. The next thing to do is to calculate the average level of Importance (I) by the average level of performance (P) which can be seen in table 7.

Tabel 7. Calculation of Customer Satisfaction Index (CSI)

No	Importance	Performance	Result
1	4.44	4.13	18.34
2	4.06	4.28	17.38
3	4.66	4.31	20.08
4	4.63	4.53	20.97
5	4.59	4.38	20.10
6	4.72	4.38	20.67
7	4.88	4.47	21.81
8	4.53	4.22	19.12
9	4.69	4.34	20.35
10	4.56	4.47	20.38
11	4.25	4.00	17.00
12	4.06	3.91	15.87
13	3.53	3.88	13.70
14	4.50	4.03	18.14

15	4.53	4.53	20.52
16	4.66	4.53	21.11
17	4.66	4.53	21.11
75.95			326.66

$$CSI = \frac{T}{5Y} \cdot 100\% = \frac{326.55}{5(75.94)} \cdot 100\%$$

$$CSI = 86\%$$

The final CSI test returned a score of 86 percent, indicating that consumers are very satisfied with Mutiareads' service quality, because the satisfaction index value is in the range of 81 percent to 100 percent. It is possible to improve the performance of qualities that need to be improved using the CSI value, based on the importance performance analysis results (Phadermrod et al., 2019). As a result, it is envisaged that by improving these features, the CSI score can rise to 100%.

Importance Performance Analysis

The following is a diagram of IPA to find out which attributes need to be prioritized by Mutiareadas in developing its business so that consumers are satisfied with its services.

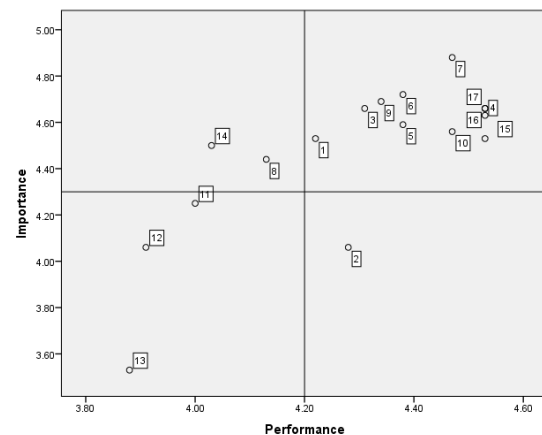


Figure 4. Importance Performance Analysis

From the diagram above, it can be explained as follows:

Attributes Contained in Quadrant I

Attribute 8 (I feel that what I'm looking for is found in Mutiareads). Attribute 14 (The product that arrived met my expectations). Attributes in quadrant I indicate that the level of customer satisfaction is still very lacking so that it becomes the first priority in making improvements.

Attributes Contained in Quadrant II

Attribute 1 (Mutiareads is responsive in providing services); Attribute 3 (Mutiareads provides accurate information); Attribute 4 (Mutiareads is willing to help with my needs); Attribute 5 (Mutiareads responds well when I make a complaint); Attribute 6 (Mutiareads is patient when I ask for information); Attribute 7 (I feel safe when transacting on Mutiareads); Attribute 9 (Mutiareads has been consistently friendly to me); Attribute 10 (Mutiareads has the understanding to answer my question); Attribute 15 (Safe product packaging until the goods reach my hands); Attribute 16 (Mutiareads has an attractive product photo display on Tokopedia); Attribute 17 (Mutiareads has neat feeds on Instagram).

Attributes in quadrant II mean that Mutiareads has succeeded in providing satisfaction according to consumer desires. Quadrant II explains that performance and perception are considered appropriate. Therefore, Mutiareads can maintain its services.

Attributes Contained in Quadrant III

Attribute 11 (Mutiareads pays attention to me personally); Attribute 12 (Mutiareads understands the problem I'm facing); Attribute 13 (Mutiareads puts my interests first). Quadrant III shows that the attributes that are considered less important (low priority) have an effect on consumers and have less influence on consumer satisfaction.

Attributes Contained in Quadrant IV

Attribute 2 (Mutiareads is always ready when I need information). Quadrant IV is the attributes that do not have much effect on customer satisfaction but the level of performance is high by Mutiareads.

Formulation Strategy for Improving Service Strategy

According to the research, The Customer Satisfaction Index (CSI) value is 86 percent, which goes into the "extremely satisfied" category. Through the calculation of Analysis performance analysis (IPA), a Cartesian diagram is created to identify the attributes that need to be the top priority in improvement, namely attributes 8 and 14 which are located in quadrant I.

Attribute 8 contains the question "I feel the need I am looking for is found in Mutiareads" which is in the assurance dimension. This dimension describes the company's ability to convince consumers to make consumers feel safe and secure (Zeithaml, 2017). Consumers feel that the

desired books are not available in Mutiareads. This shows that there is no trust from consumers in Mutiareads' ability to meet the demand for the desired books. Therefore, Mutiareads needs to provide books on demand so that the level of consumer satisfaction increases. Mutiareads can conduct a consumer desire survey to find out the desired books. Surveys can be conducted on a small scale, such as through the Instagram "Poll" or "Ask me question" feature in the hope that Mutiareads can find out consumer demands and can fulfill these requests so as to produce satisfied consumers.

Attribute 14 contains the question "The product that came according to my expectations" which is included in the dimension of physical evidence (tangible). The tangibles dimension is a physical form and service that will be received by consumers. Physical service evidence on service quality includes all tangible representations of services such as letterheads, business cards, brochures, web pages, catalogs and so on (Zeithaml, 2017). Mutiareads puts product photos on Instagram feeds and on Tokopedia. The books that Mutiareads provides are new and second-hand. In secondhand books, the condition is not as good as new books but still worth reading. Mutiareads provides information about the condition of used books only through captions so that some consumers when they receive the product feel dissatisfied because it does not meet their expectations. For future improvements, Mutiareads can provide photos and videos of the condition of the book in more detail so that consumer expectations with reality when the product has been received can be matched and consumers can feel satisfied.

CONCLUSION AND RECOMMENDATION

The dimensions of service quality, which include assurance, empathy, responsiveness, tangible, and reliability, are used in this study to measure customer satisfaction. Customer satisfaction is measured using the Customer Satisfaction Index (CSI), and Importance Performance Analysis (IPA) is used to determine the most important attributes to improve.

A number of 86 % was achieved based on the findings of the CSI analysis, indicating that customers are very satisfied with Mutiareads' services. Then, according to the Cartesian diagram calculated using IPA, quadrant I, which is the most important attribute in boosting performance, has attributes 8 and 14. Quadrant II is a quadrant where Mutiareads' performance can

be maintained as an advantage, with attributes 1,3,4,5, 6, 7, 9, 10, 16, and 17. In quadrant III there are attributes 11, 12, and 13 are low priority attributes but improvements can be considered. Finally, attribute 2 is seen in quadrant IV, which is an attribute with high performance that can be lowered.

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