

Analysis of Service Quality on Customer Satisfaction with Gap-Servqual Method and Importance Performance Analysis

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ABSTRACT

Keywords:

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Importance Performance
Analysis.

In this digital era, understanding and meeting customer satisfaction is crucial with the increasing number of choices and customer expectations. This study aims to determine the quality of service and satisfaction at Klinik X Kota Malang. The samples in this study were 145. The sampling technique used was accidental sampling. The type of research used is survey explanatory with a quantitative approach. The data collection technique used was a questionnaire. Data analysis used the Service Quality Method (SERVQUAL) and Importance Performance Analysis (IPA). The results of this study show that the quality of services provided by Klinik X Kota Malang has not fully met consumer expectations, and the satisfaction achieved by customers cannot be fully felt with the quality of services provided by the company. The study highlights that service quality is important in determining customer satisfaction, so the company needs to improve the quality of service identified as not optimal.

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INTRODUCTION

The development of customer behavior in society is very rapid, and the needs and desires for customer lifestyles are increasing over time. Consumptive rules provide an overview of human life patterns controlled and driven by the desire to fulfill pleasure alone. Lifestyle choices and social environment play an important role in shaping consumptive behavior (Candra & Lutfi, 2022). The influence of technology and the emergence of social media platforms such as TikTok

have contributed to the promotion of consumerism, influencing purchasing decisions and consumption patterns (Prasaja & Santosa, 2023). The process of change that occurs and the mindset of customers who behave consumptively encourage changes in customers by improving their appearance to improve self-quality. The service industry has developed not only in type but is increasingly dominant, and there are various needs for these services (Winarno & Absor, 2018). This is what stimulates customers to use services, namely at beauty clinics.

The development of the beauty industry in Indonesia has allowed the company to continue developing its business strategy, demanding maximum performance from a company to survive and compete with the market. Doing beauty treatments is about caring for yourself and appearing confident and more beautiful. Many views and definitions of beauty have been described by experts from the past until now (Nurislah & Hermana, 2020). In forming customers, a product/service of high-quality satisfaction has an important role and is also influential in creating profits for the company. Customers will increasingly feel high satisfaction if the products/services provided by the company are of high quality (Vidananda & Setiawan, 2021).

Creating and retaining customers must recognize the characteristics of customers when providing services; it will become the primary weapon when facing competing companies, and from this, it will leave a feeling of satisfaction to customers. Service quality that customers can feel and expectations built by customers form a perception and attitude regarding the service or services provided. Customer satisfaction can be interpreted as the extent to which customers are satisfied with the products and services offered by companies, which are a tool for forming customer repurchase intentions, customer loyalty, increasing customer lifetime value, and preventing customer churn (Neupane & Devkota, 2017). Understanding customer expectations is very important because understanding customer expectations is necessary for companies to provide satisfactory service. The Expectancy-Disconfirmation (EDP) paradigm assesses customer satisfaction, particularly in hospitality and tourism (Yüksel & Yüksel, 2001). This theory assumes that satisfaction depends on comparing expectations and experience or actual performance.

Customer satisfaction is one of the situations shown by customers when they realize that their needs and desires are expected and fulfilled correctly. This can lead to an evaluation of the company's performance in the long term (Tjiptono, 2019). Customer satisfaction positively correlates with loyalty, repeat business, and overall business success (Halstead et al., 2007; Prasilowati et al., 2021). Customer satisfaction is an important component of business operations. One factor that can affect customer satisfaction is the quality of service. This service quality has a significant role in forming customer satisfaction. The services provided by the company have a target or target, which is to meet what customers expect as service users (Winarno & Absor, 2018). Studies show that service quality affects customer satisfaction (Boadi et al., 2019; Neupane & Devkota, 2017; Nguyen & Duong, 2021). Improving an organization's competitiveness is one of the main reasons why customer service quality research is considered important (Zygiaris et al., 2022).

Nowadays, society has understood the importance of maintaining beauty from the inside and outside, ranging from teenagers to adults, women, and men. Not only in dressing but also in the beauty of facial and body skin has become a top priority in appearance (Maulina, 2021). Public awareness of maintaining skin health is increasing; based on report data from www.dewiku.com/ in 2020, the market share of the beauty industry in Indonesia will reach around US\$4.6 billion, and in 2023, it is predicted to reach US\$5.2 billion. Based on Euromonitor International, Indonesia's cosmetics industry has reached more than USD 5 billion, with an average growth of

12%. The beauty industry in Indonesia is one of the dynamic industries and has the potential to continue to grow.

The increase in the use of beauty products can also be felt by the increasing use of beauty clinic services; this has increased clinic companies in Indonesia. This is what makes competition for beauty clinic service companies grow to provide the best service to customers, and customer satisfaction will underlie beauty clinic service companies to improve the quality of service provided by the company to customers. Many beauty clinics have become customers' destinations because they are considered to have satisfactory service quality for customers, quoted from the TOP Brand Index data that the beauty clinic that has become a customer's favorite from 2017 to 2022, namely Natasha Skincare, was followed by Clinic X in second place.

Table 1. Top Brand Index Indonesia

Year	Brand	% Top Brand Index
2017	Natasha Skin Care	38.2%
2018	Natasha Skin Care	30.5%
2019	Natasha Skin Care	27.4%
2020	Natasha Skin Care	27.7%
2021	Klinik X	29.3%
2022	Klinik X	33.4%

Source: <https://www.topbrand-award.com>

Customers who use beauty clinic services today do not look at men or women. Previously, most beauty clinics were only for women who were customers, whereas now men also do much self-care at beauty clinics, where one of them is at the X Clinic beauty clinic. The results of the pre-survey show that men dominate more Clinic X customers because men prefer to treat their skin without trying other skincare products as usual. Women carried them out. This data shows that men dominate the number of students who use Clinic X's services.

The problem is a gap in the Top Brand Index data for all beauty clinic service companies from Clinic X with Clinic X Malang. From customer reviews on the website, Clinic X Malang gets 3 to 3.6 stars, even though it has a high level of sales regarding products being marketed by Klinik X through E-commerce. When talking about beauty clinic services, Clinic X, especially in Malang City, could have been more optimal regarding customer ratings regarding the quality of service received at Clinic X. These problems arise because of differences in expectations and perceptions of each customer for each Beauty Clinic Clinic X, based on the SERVQUAL method.

The healthcare industry is becoming increasingly competitive. Understanding patient satisfaction is critical for Clinic X to retain and attract new patients. Focusing on service quality can be a significant differentiator for Clinic X. By consistently exceeding patient expectations, clinics can build a strong competitive advantage and attract more patients. Therefore, this study aims to analyze the quality of Clinic X services regarding customer satisfaction using the Gap-SERVQUAL method and Importance Performance Analysis. The research will provide valuable insights for Clinic X on meeting patient expectations, improving satisfaction, loyalty, and customer experience, and maintaining its competitive advantage.

LITERATURE REVIEW

Customer satisfaction theory is a fundamental concept in marketing that evaluates how well a company's products or services meet or exceed customer expectations. One of the most widely accepted theoretical frameworks for explaining customer satisfaction is the Expectancy

Disconfirmation Theory (EDP). The Expectancy Disconfirmation theory has been described by Oliver (1997) as one of the most common and widely accepted theories for analyzing customer satisfaction in service industries. This theory states that the gap between customer expectations and perceived performance measures customer satisfaction. These expectations serve as a standard for assessing the actual performance of a product or service (Elkhani & Bakri, 2016; Seopela & Zulu, 2022). Positive disconfirmation occurs when performance exceeds expectations, resulting in higher satisfaction, whereas negative disconfirmation causes dissatisfaction (Mill, 1990). Customer satisfaction is important because of its direct impact on customer retention (Cao et al., 2018; Zhou et al., 2019), expenditure levels (Fornell et al., 2010), and long-term organizational competitiveness (Suchánek & Králová, 2019).

Quality of service refers to how well a service meets or exceeds customer expectations. Service quality is simplified as the gap between customer expectations of service before use and their perception of the service after consumption (Burb, 2014). Service quality is the overall impression of the relative superiority or inferiority of the company and its services on customer perceptions (Neupane & Devkota, 2017). Zeithaml et al., (1996) define service quality as the customer's perception of how well a service meets their expectations based on comparing what is expected and what is received. The quality of a service can be measured by five dimensions that customers can identify to evaluate a service. The five dimensions are reliability, responsiveness, empathy, assurance, and physical evidence (Tjiptono, 2014).

Service quality and customer satisfaction are crucial aspects of business because the development of companies is strongly influenced by their ability to retain customers through good service and maintain customer satisfaction (Edward & Sahadev, 2011). The service quality model that is currently being used as a research reference is the SERVQUAL Model, which in this case was developed by (Zeithaml et al., 1996), that if the performance of an attribute increases greater than the expectations for the attribute in question, then satisfaction and service quality will increase. Customer perceptions of customer expectations will guide decisions regarding service quality specifications carried out by companies in delivering services to customers; the gap between customer perceptions and expectations can be measured through the SERVQUAL conceptual model. This model shows that service quality is critical in determining customer satisfaction and provides a framework for measuring and improving service quality (Mill, 1990; Zygiaris et al., 2022).

The positive relationship between service quality and customer satisfaction is consistent with research (Cai et al., 2021; Gallarza-Granizo et al., 2020). A higher perception of service quality leads to higher levels of customer satisfaction among customers (Zygiaris et al., 2022). The quality of service can be measured by five dimensions that customers can identify to evaluate a service. A conceptual model of service quality that emphasizes five dimensions: reliability, responsiveness, assurance, empathy, and concrete evidence has been developed. This dimension helps organizations understand and improve the quality of their services to increase customer satisfaction and loyalty. Based on the purpose of this study, a framework analysis was formulated to determine the results of expectations and reality received by customers, as shown in Figure 1.

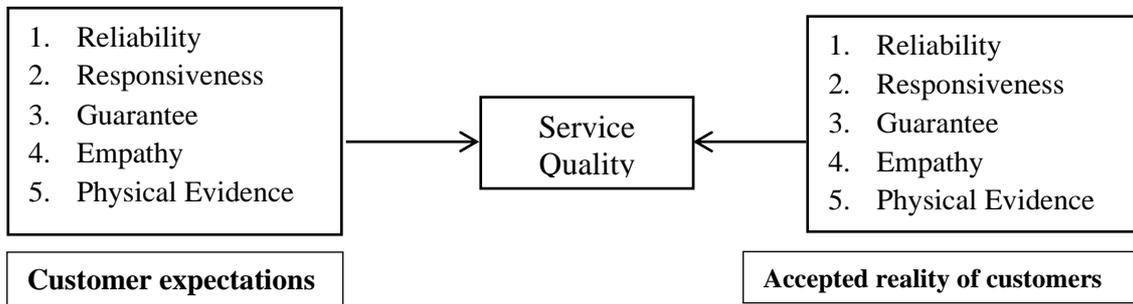


Figure 1. Conceptual Framework

RESEARCH METHOD

This type of research is explanatory survey research with a quantitative approach. The sample in this study consisted of customers of Clinic X in Malang City, totaling 145. The number of samples is obtained from the number of indicators multiplied by (5 to 10) (Ferdinand, 2013), $n = \text{Number of Indicators} \times 5 \gg 29 \times 5$, obtained $n = 145$ samples. The sampling technique used by researchers was Accidental Sampling. The data collection technique in this study is questionnaire enlargement. Variable measurements in this study used a Likert scale with a score of 1-5 (strongly agree, agree, neutral, disagree, strongly disagree). Test Instruments used are validity and reliability tests. Data analysis techniques use the Servqual Method and Importance Performance Analysis. The formula analyzes the Service Quality Method (SERVQUAL) approach:

Model I (SERVQUAL)

$$\text{Service Quality} = \text{Skor Persepsi} - \text{Skor Harapan}$$

Model Service Quality 5 Gap, Gap 1: Consumer Expectation – Management Perception gap; Gap 2: Management perception – service quality specification gap; Gap 3: Service Quality Specification – Service delivery gap; Gap 4: Service delivery gap – external communication gap, and Gap 5: Expected service – perceived service gap.

The Importance Performance Analysis method is used to measure customer satisfaction (Martilla & James, 1977); in this method, analysis is used to compare customer assessments of

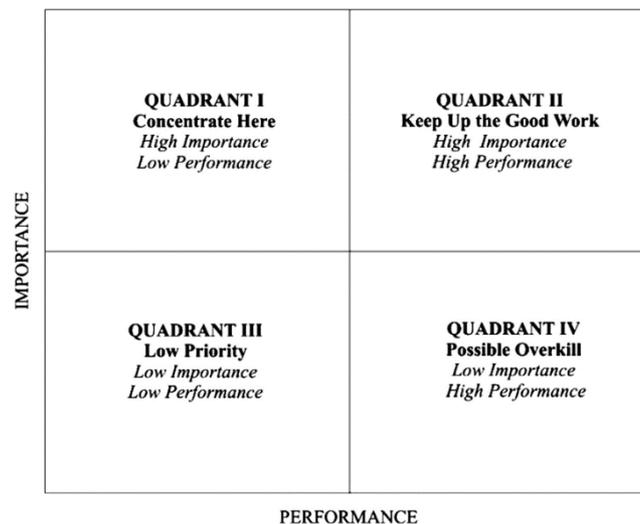


Figure 2. Importance Performance Analysis Matrix

the level of importance of Clinic X on service quality (importance) and the level of service quality performance (performance).

RESULT AND DISCUSSION

Characteristics of Respondents Based on Gender

The test results on sex data based on a questionnaire distributed to 145 respondents show the following data:

Table 2. Characteristics of Respondents by gender

Age	Frequency
Male	99
Female	46
Total	145

Source: Primary data processed, 2023

Based on the data on the characteristics of the gender respondents, 46 male respondents and 99 female respondents were out of a total of 145 respondents. These data suggest that female respondents are likelier to use the beauty clinic Clinic X services.

Validity Test

This test determines whether the instrument used in a study meets the validity requirements. Whether or not a research instrument is valid can be seen by comparing the Pearson product-moment correlation index with a significance level of 5% or 0.05. The instrument is declared valid if the test results show that the corrected item value or count is more than equal to the table (count > table). Following are the results of the validity test of each instrument used in the study:

Table 3. Recapitulation of Validity Test Results (Expectations)

No	Item	Corrected Item Value / $r_{\text{calculate}}$	Sig.	table	Information
1	R.1	0,605	0,05	0,163	Valid
2	R.2	0,666	0,05	0,163	Valid
3	R.3	0,648	0,05	0,163	Valid
4	R.4	0,700	0,05	0,163	Valid
5	R.5	0,707	0,05	0,163	Valid
6	R.6	0,604	0,05	0,163	Valid
7	R.7	0,537	0,05	0,163	Valid
8	DT.1	0,837	0,05	0,163	Valid
9	DT.2	0,787	0,05	0,163	Valid
10	DT.3	0,737	0,05	0,163	Valid
11	DT.4	0,870	0,05	0,163	Valid
12	DT.5	0,777	0,05	0,163	Valid
13	J.1	0,829	0,05	0,163	Valid
14	J.2	0,760	0,05	0,163	Valid
15	J.3	0,712	0,05	0,163	Valid
16	J.4	0,741	0,05	0,163	Valid
17	J.5	0,569	0,05	0,163	Valid
18	E.1	0,714	0,05	0,163	Valid
19	E.2	0,653	0,05	0,163	Valid
20	E.3	0,815	0,05	0,163	Valid

No	Item	Corrected Item Value / $r_{\text{calculate}}$	Sig.	r_{table}	Information
21	E.4	0,811	0,05	0,163	Valid
22	E.5	0,805	0,05	0,163	Valid
23	BF.1	0,454	0,05	0,163	Valid
24	BF.2	0,670	0,05	0,163	Valid
25	BF.3	0,708	0,05	0,163	Valid
26	BF.4	0,659	0,05	0,163	Valid
27	BF.5	0,661	0,05	0,163	Valid
28	BF.6	0,628	0,05	0,163	Valid
29	BF.7	0,439	0,05	0,163	Valid

Source: Primary data processed, 2023

Based on the research instrument (Hope), 29 items were used as research instruments. The validity test results show that all indicators from Reliability, Responsiveness, Assurance, Empathy, and Physical Evidence have a Sig value of <0.05 (α). Based on the data presented in Table 3, it can be concluded that all the expected item instruments used in this study fulfill the requirements or can be concluded as valid.

Table 4. Recapitulation of Validity Test Results (Reality/Perception)

No	Item	Corrected Item Value / $r_{\text{calculate}}$	Sig.	r_{table}	Information
1	R.1	0,723	0,05	0,163	Valid
2	R.2	0,711	0,05	0,163	Valid
3	R.3	0,668	0,05	0,163	Valid
4	R.4	0,816	0,05	0,163	Valid
5	R.5	0,704	0,05	0,163	Valid
6	R.6	0,629	0,05	0,163	Valid
7	R.7	0,742	0,05	0,163	Valid
8	DT.1	0,829	0,05	0,163	Valid
9	DT.2	0,755	0,05	0,163	Valid
10	DT.3	0,788	0,05	0,163	Valid
11	DT.4	0,859	0,05	0,163	Valid
12	DT.5	0,718	0,05	0,163	Valid
13	J.1	0,817	0,05	0,163	Valid
14	J.2	0,778	0,05	0,163	Valid
15	J.3	0,753	0,05	0,163	Valid
16	J.4	0,790	0,05	0,163	Valid
17	J.5	0,672	0,05	0,163	Valid
18	E.1	0,773	0,05	0,163	Valid
19	E.2	0,714	0,05	0,163	Valid
20	E.3	0,809	0,05	0,163	Valid
21	E.4	0,813	0,05	0,163	Valid
22	E.5	0,835	0,05	0,163	Valid
23	BF.1	0,698	0,05	0,163	Valid
24	BF.2	0,744	0,05	0,163	Valid
25	BF.3	0,750	0,05	0,163	Valid
26	BF.4	0,686	0,05	0,163	Valid
27	BF.5	0,697	0,05	0,163	Valid
28	BF.6	0,682	0,05	0,163	Valid
29	BF.7	0,460	0,05	0,163	Valid

Source: Primary data processed, 2023

Based on the research instrument (Reality/Perception), 29 items were used as research instruments. The validity test results show that all indicators from Reliability, Responsiveness,

Assurance, Empathy, and Physical Evidence have a Sig value of <0.05 (α). Based on the data in Table 4, all the expectation/perception item instruments used in this study fulfilled the requirements or could be considered valid.

Reliability Test

This test determines whether the instrument used in a study meets the requirements of reliability or consistency. A research instrument is said to be reliable when it has a Cronbach Alpha value > 0.60 . The following is a recapitulation of the reliability test results for each variable:

Table 5. Recapitulation of Reliability Test Results (expectations)

Indicator	N item	Cronbach Alpha	Criterion	Information
Reliability	7	0,763	0,60	Reliable
Responsiveness	5	0,862	0,60	Reliable
Assurance	5	0,775	0,60	Reliable
Empathy	5	0,816	0,60	Reliable
Tangible	7	0,710	0,60	Reliable

Source: Primary data processed, 2023

Based on the data processing results carried out using *SPSS 25*, data were obtained as attached to Table 5; all variables used in this study had a more excellent Cronbach alpha value equal to 0.60, which reliable information could be obtained.

Table 6. Recapitulation of Reliability Test Results (Reality/perception)

Indicator	N item	Cronbach Alpha	Criterion	Information
Reliability	7	0,833	0,60	Reliable
Responsiveness	5	0,849	0,60	Reliable
Assurance	5	0,820	0,60	Reliable
Empathy	5	0,848	0,60	Reliable
Tangible	7	0,786	0,60	Reliable

Source: Primary data processed, 2023

Based on the data processing results using *SPSS 25*, the data is obtained as attached in Table 6. All variables used in this study have a Cronbach alpha value greater than 0.60, which can provide reliable information.

SERVQUAL Method Test

Calculating the gap value for each dimension based on the difference between the customer's cognition level and the expected level shows that Clinic X provides satisfactory service to customers by the degree of service provided by the customer's needs—services provided by management. The role of the gap in each dimension will give importance to the role of the five dimensions in providing information about the level of service quality.

Table 7. Recapitulation of SEVQUAL Method Results

No.	Statement	Expectation	Reality	Gap	Information
1	I get good quality treatment.	4,1448	4,2759	0,1310	Satisfied
2	Treatment services of Clinic X Malang City according to the needs of customers' skin.	3,8966	4,0966	0,2000	Satisfied
3	Treatment services can cause side effects.	3,9448	3,6621	-0,2828	Not Satisfied

No.	Statement	Expectation	Reality	Gap	Information
4	The products and treatments provided match the skin.	3,8828	4,2621	0,37931	Satisfied
5	X Kota Malang Clinic offers many treatment variants.	3,7724	4,1310	0,3586	Satisfied
6	The cost incurred to do the treatment at Klinik X Beauty is quite affordable.	3,5931	4,0621	-0,4690	Not Satisfied
7	The bill given is appropriate.	4,0345	4,1379	0,1034	Satisfied
8	Service provided on time	4,3310	4,3724	0,0414	Satisfied
9	Friendly reservation service.	4,3793	4,3172	-0,0621	Not Satisfied
10	Swiftness in serving customers.	4,3172	4,2207	-0,0966	Not Satisfied
11	Staff (Doctors and administration) help when customers have difficulty understanding procedures.	4,3379	4,4276	0,0897	Satisfied
12	The polite attitude of employees.	4,1586	4,1448	-0,0138	Not Satisfied
13	Safety of care provided by doctors/consultants.	4,15172	3,9586	-0,1931	Not Satisfied
14	Doctors/consultants have good skills and knowledge.	3,93793	3,9103	-0,0276	Not Satisfied
15	Guarantee of consistent care.	4,08276	3,9448	-0,1379	Not Satisfied
16	Highly guarded confidentiality of customer data, no leakage of customer information.	4,20690	4,0000	-0,2069	Not Satisfied
17	Understand what complaints customers feel.	4,42069	4,2690	-0,1517	Not Satisfied
18	Openness in accepting criticism and suggestions from customers	4,02759	3,7931	-0,2345	Not Satisfied
19	Good Information Delivery and communication with customers	3,79310	3,7586	-0,03448	Satisfied
20	I get food and drinks while waiting for the treatment queue.	3,88966	3,7103	-0,1793	Not Satisfied
21	Confidence when serving customers	3,99310	3,8345	-0,1586	Not Satisfied
22	Fast service provided by employees, both doctors and administration	3,82069	3,7172	-0,1034	Not Satisfied
23	Clean and comfortable bathroom.	4,31724	4,2414	-0,0759	Not Satisfied
24	I feel comfortable in the waiting room because it is spacious and clean.	4,06207	4,0000	-0,0621	Not Satisfied
25	The treatment room is clean and spacious.	4,08276	4,0690	-0,0138	Not Satisfied
26	The equipment used by Clinic X clinic is complete and modern	4,17931	3,9931	-0,1862	Not Satisfied
27	The appearance of doctors and administrators is neat and attractive.	3,73103	3,6966	-0,0345	Not Satisfied
28	The clinic atmosphere makes customers comfortable because of the beautiful decoration.	3,63448	3,7793	0,1448	Satisfied
29	The parking location is large enough to give customers no trouble parking their vehicles.	3,81379	3,5310	-0,2828	Not Satisfied

Source: Primary data processed, 2023

The higher the expectation score and the lower the perception score, the more significant the gap. The customer is satisfied with the company's services if the total gap is positive. Conversely, if not, the gap is negative, then the customer is more satisfied with the service. The smaller the gap, the better. Usually, companies with good service levels will have smaller gaps.

Based on the gap described above, the results of the overall gap calculation show a negative gap value of -0.2828, and the results show the highest positive level of 0.4690

Table 8. Total Dimension result on Servqual Method

No.	Dimension	Expectation	Reality	Gap	Information
1.	Reliability	3,8956	4,0897	0,194	Satisfied
2.	Responsiveness	4,3048	4,2966	-0,008	Not Satisfied
3.	Assurance	4,1600	4,0166	-0,143	Not Satisfied
4.	Empathy	3,9048	3,7628	-0,142	Not Satisfied
5.	Tangible	3,9744	3,9015	-0,073	Not Satisfied

Source: Primary data processed, 2023

The SERVQUAL score, in addition to indicating service quality, also indicates user satisfaction at the X Clinic. The SERVQUAL gap five calculation calculates the gap (gap) between the customer's expectations and the service they receive after receiving Clinic X services. If the gap is negative, the company's performance is not what the customer expects, and vice versa. If the gap is positive, the company will be able to meet customers' expectations, which will positively impact the company's image.

The most significant gap value is in the Guarantee dimension, where this dimension has an average expected value of 4.1600 and 4.0166 for the perceived average value, so a gap value of -0.1434 is obtained. Data processing data processing that has been done shows attributes that get a negative score, so it can be interpreted that the care provided by the company has not been able to meet consumer expectations. Meanwhile, the attribute with the most significant gap is the confidentiality of customer data, with a value of -0.2069. The second largest average value of the gap is in the Empathy dimension, where this dimension has an average expectation value of 3.9048 and 3.7628 for the average perception value, so a gap value of -0.1421 is obtained. In the data processing that has been done, the attributes close to scoring 1 (satisfactory) are received, namely, getting services in the form of food and drinks while waiting in the queue for treatment services with a value of -0.1793.

The third largest average value of the gap is in the physical evidence dimension, where this dimension has an average expectation value of 3.9744 and 3.9015 for the average perception value, so a gap value of -0.0729 is obtained. The attribute has the largest gap value in the physical

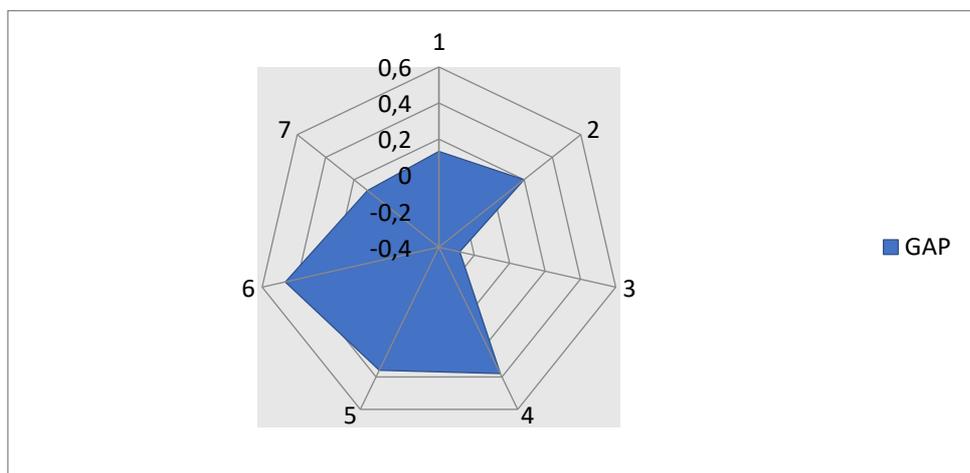


Figure 3. Reliability Gap Graph

Source: Research data processed (2023)

evidence dimension. The parking location is large enough to make it easy for customers to park their vehicles, with a value of -0.2828.

Then, the Responsiveness dimension with a gap value of -0.0083 is obtained from the difference between the average expectation value of 4.3048 and the average perception of 4.2966. The attribute with the most significant gap value on the responsiveness dimension is the polite attitude of employees when providing services, with a value of -0.138.

The smallest gap dimension of the five dimensions is the reliability dimension, where this dimension has an average expectation value of 3.8956 and an average perception value of 4.0897, so a gap value of 0.1941 is obtained. In the data processing that has been done, it is found that the attribute with the most significant gap in the cost dimension incurred during treatment gets a value of 0.37931, where the level of reality is very high compared to other attributes that come from the reliability dimension. Calculations using the SERVQUAL method produce many indicators that cannot meet consumer expectations. High expectations make the results of the services provided by the company unable to provide good service fully.

Based on the results of Figure 3, wherein the Reliability dimension, the gap value is obtained from R3, with results that have yet to provide customer satisfaction at a value of -0.2827. Meanwhile, compared to the indicators from the reliability dimension, a positive value is obtained, which can be said that customers are satisfied with the services provided by Clinic X. Negative results mean that Clinic X's services have not been able to fully provide satisfaction to customers, because the treatment services provided by Clinic X cause adverse effects on customers.

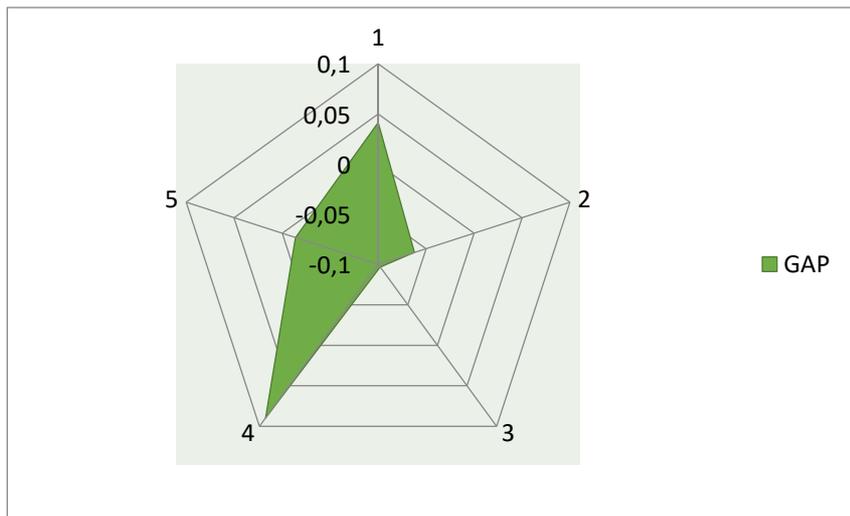


Figure 4. Responsiveness Gap Graph

Source: Primary data processed, 2023

Based on the results of Figure 4, wherein the Responsiveness dimension, the gap values are obtained from DT2, DT3, and DT 5 with results that cannot provide customer satisfaction, with values obtained -0.0621, -0.0965, and -0.138. Meanwhile, compared to the indicators from the reliability dimension, a positive value is obtained, which can be said that customers are satisfied with the services provided by Clinic X. Negative results mean that Clinic X's services have not fully satisfied customers.

The services provided by employees to customers have a big impact because apart from the results of the care produced, employees are the primary concern of customers because

employee service will evaluate how employees behave when providing services to customers, the alertness of employee service to customers will give a sense of satisfaction when employees serve correctly, but the opposite will occur when employees do not provide service to customers properly.

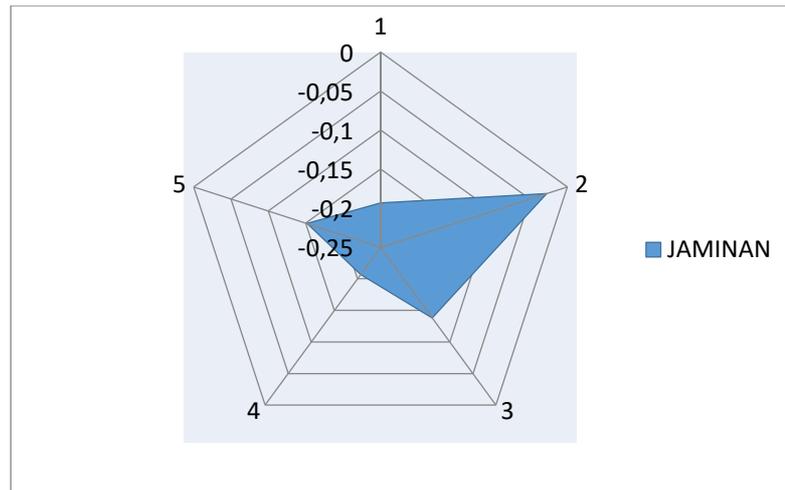


Figure 5. Guarantee Gap Graph

Source: Primary data processed, 2023

Based on the results of Figure 5, where the guarantee dimension gets negative results, the indicators of the guarantee dimension still need to provide customer satisfaction. This will encourage companies to improve customer service. The guarantee dimension will be the most important because the company's guarantees will be considered promises to customers when using Clinic X services. The services provided by employees to customers significantly impact the security and confidentiality of customer data, and services with professional doctors will make customers believe that the services offered by Clinic X will provide customer satisfaction.

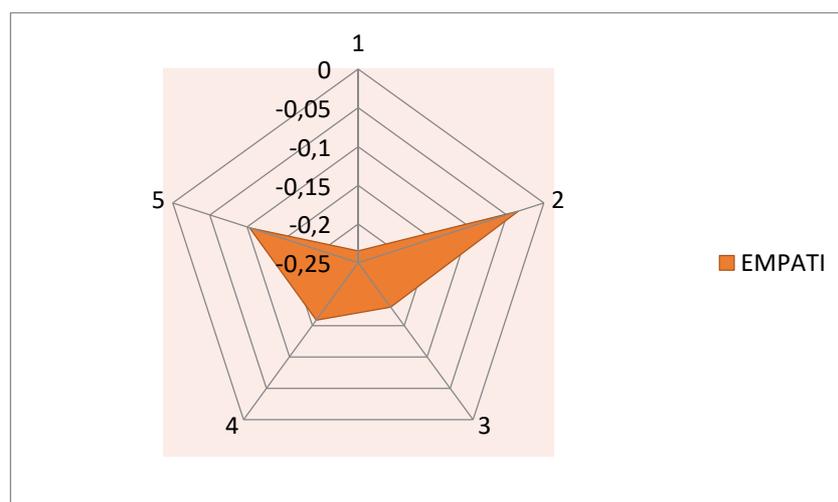


Figure 6. Empathy Gap Graph

Source: Primary data processed, 2023

Based on Figure 6's results, where the Empathy dimension gets negative results, the guarantee dimension's indicators still cannot satisfy customers. This will encourage companies to improve customer service. The empathy dimension will be the most important because the

company's empathy will be considered a promise to customers when using Clinic X's services. The services provided by employees to customers have a significant impact.

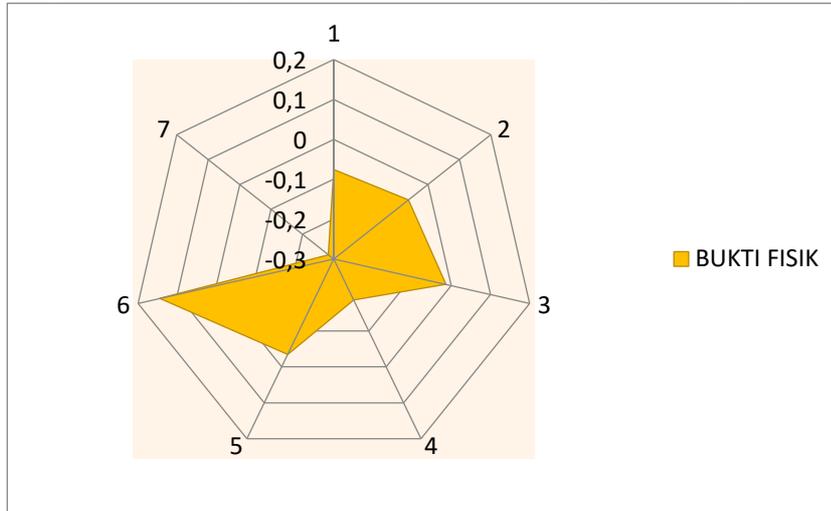


Figure 7. Physical Evidence Gap Graph

Source: Primary data processed, 2023

Based on the results of Figure 7, where the Evidence dimension gets negative results, but the sixth Physical Evidence indicator gets a positive value with a value of 0.1448, the customer is satisfied with the service provided, where in this case, the indicator of the physical evidence dimension is still unable to provide satisfaction to customers. This will encourage companies to improve customer service. The seventh physical evidence indicator, the parking area, obtained the highest results.

The results of the calculation of the quality of each dimension show that the value of quality means that, in terms of quality, the company has yet to meet its customers' expectations. However, the average value of the resulting gap is where the reliability dimension gets a positive result equal to 0.1941. In this case, the reliability dimension provides services as customers expect, even with a low value.

Importance Performance Analysis Test

The conformity level results from comparing the perceived score to the expected score. The consistency level will determine the priority order for improving the factors that affect customer satisfaction. The higher the priority, the more in line the product quality is with customer expectations and interests, while the lower the priority, the lower the priority.

Importance Performance Analysis determines the priority improvements management must make to improve the quality of Clinic X's customer services. To analyze IPA with a Cartesian diagram, data from the results of servqual calculations are needed in the form of perceived values and expectations per attribute so that you can see the location of the quality position in each attribute.

Based on Figure 8, in the previous analysis, namely Cartesian servqual, it can be seen that the attributes must be repaired, where the attributes have negative gap values. However, this will require a lot of time and money. Therefore, it is necessary to have a sequence of attributes that are the top priority for improvement. Importance: Using a Cartesian diagram, performance analysis is one way to determine top priorities for improvement.

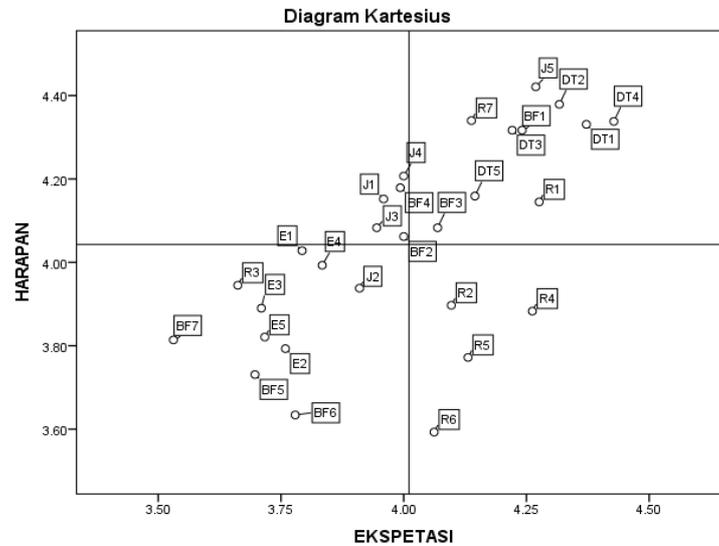


Figure 8. Chart Kartesius

I prioritize the attributes in the quadrant where expectations exceed company performance. In quadrant I, this shows the dissatisfaction of Clinic X customers with the company's performance. Quadrant I has a shallow level of satisfaction, so it is a top priority for improvement.

Table 9. Results of Quadrant I

No.	Dimension	Attribute
1.	Assurance (1)	Safety of care provided by doctors or consultants
2.	Assurance (3)	Consistent maintenance assurance
3.	Assurance (4)	The confidentiality of customer data is highly guarded; there is no leakage of customer data information.
4.	Tangible (2)	Feel comfortable in the waiting room because it is spacious and clean.
5.	Tangible (4)	The equipment used by Clinic X is complete and modern.

Source: Primary data processed, 2023

Quadrant II is the quadrant expected by the customer, and this attribute corresponds to the customer's feelings. The characteristics of Quadrant II are Clinic X Clinic and the services offered to customers. Like Quadrant I, the attributes in Quadrant II can also be sorted according to the priority you want to maintain, namely:

Table 10. Results of Quadrant II

No.	Dimension	Attribute
1	Reliability (1)	Get good quality treatment.
2	Reliability (7)	The bill given is appropriate.
3	Responsiveness (1)	Service provided on time
4	Responsiveness (2)	Friendly reservation service.
5	Responsiveness (3)	Swiftness in serving customers.
6	Responsiveness (4)	Staff (Doctors and administration) help when customers have difficulty understanding procedures.
7	Responsiveness (5)	The polite attitude of employees.
8	Assurance (5)	Understand what complaints are felt by customers.
9	Tangible (1)	Rooms a clean and comfortable shower.
10	Tangible (3)	Clean and spacious treatment room.

Source: Primary data processed, 2023

Quadrant III is a low-priority quadrant, meaning it contains some attributes that customers consider less important, even though their performance could be more special. This quadrant does not mean that the attribute does not need to be fixed; it needs to be improved because the attribute in quadrant III has higher expectations than expected. However, there are other priorities for improvement.

Table 11. Results of Quadrant III

No	Dimension	Attribute
1.	Reliability (3)	Treatment services that cause side effects
2.	Assurance (2)	Doctors or consultants have good skills and knowledge
3.	Empati (1)	Openness in accepting criticism and suggestions from customers
4.	Empati (2)	Good Information Delivery and communication with customers
5.	Empati (3)	I got food and drinks while waiting in the treatment queue.
6.	Empati (4)	Confidence when serving customers
7.	Empati (5)	Fast service provided by employees, both doctors and administration.
8.	Tangible (5)	The appearance of doctors and administrators is neat and attractive.
9.	Tangible (6)	The clinic's atmosphere makes customers comfortable because of the beautiful decorations.
10.	Tangible (7)	The parking location is large enough to give customers no trouble parking their vehicles.

Source: Primary data processed, 2023

The attributes in quadrant IV are exaggerated, indicating that Eha Beauty Clinic's performance exceeds customer expectations. This shows that the company executes attributes considered less important to customers.

Table 12. Results of Quadrant IV

No	Dimension	Attribute
1.	Reliability (2)	Treatment services according to the needs or skin conditions of customers.
2.	Reliability (4)	The products and treatments provided match the skin.
3.	Reliability (5)	X Kota Malang Clinic provides many treatment variants.
4.	Reliability (6)	The cost incurred to do the treatment at Klinik X Beauty is quite affordable.

Source: Primary data processed, 2023

Quality of Service provided by Clinic X

Based on the results of the analysis that has been carried out for the quality of service at Clinic X seen from the quality of service (Reliability, Responsiveness, Assurance, empathy, and Tangible), where customers have gaps or gaps in each indicator, it is said that customers of Clinic X are Not Satisfied with the services provided by Clinic X. In prioritizing improvements in service quality, you can use cartesian diagrams to illustrate the position of the factors that Window prioritizes for customers (Table 7-10). Research results (Aini et al., 2021; Irawan et al., 2020; Raras & Sakti, 2021) stated that many results after going through SERVQUAL analysis and Importance Performance Analysis need to improve services and the importance of prioritizing improvement. The findings (Zygiaris et al., 2022) suggest that organizations must recognize the service quality factors contributing to customer satisfaction. The study reveals that empathy, assurance, reliability, responsiveness, and tangible evidence contribute to customer satisfaction. Service quality is a crucial driver of customer satisfaction. It refers to the ability of the service to meet customer needs.

Service quality is critical in determining customer satisfaction, directly impacting customer retention, spending, and long-term competitiveness (Khuo, 2022). The disconfirmation paradigm and the concept of expected value provide insight into how customers evaluate services, while the SERVQUAL model offers a framework for measuring and improving service quality. Clinic X needs to improve the quality of its customers' services; according to the analysis's results, continuous improvement is needed.

Service quality gaps at Clinic X using the gap scale value

Based on the results of the P-1 gap in the quality of beauty clinic services for the five dimensions of SERVQUAL, the services provided by Clinic X employees have a high negative value on average. Only one dimension has positive results, namely in the reliability dimension, so from this, the attributes derived from the reliability dimension are that employees provide good service and ultimately bring a sense of satisfaction to consumers. As for other dimensions, it has negative results; the company needs to improve service quality because customer expectations are higher than customer expectations.

The average expectation and reality dimensions of Responsiveness Responsiveness get gap values from DT2, DT3, and DT5 with results that cannot satisfy customers. Meanwhile, compared to the indicators from the reliability dimension, a positive value is obtained, which can be said that customers are satisfied with the services provided by Clinic X. Negative results mean that Clinic X's services have not fully satisfied customers. The services provided by employees to customers have a significant impact because apart from the results of the care produced, employees are the primary concern of customers because employee service will evaluate how employees behave when providing services to customers, the alertness of employee service to customers will give a sense of satisfaction when employees serve correctly, but the opposite will occur when employees do not provide service to customers properly.

The results of this study are by (Machmud & Wolok, 2020 Mahendrayana et al., 2018 Nguyen & Duong, 2021) and are in line with (Zeithaml et al., 1996), which states that service quality is said to be good if the service received exceeds what is expected. Conversely, service quality will be said to be poor if the services obtained are lower than what was expected. This is because expected service and Perceived Service influence service quality. Therefore, more than the services provided by Clinic X are needed to meet consumer expectations because there are several dimensions to getting negative results. This is why it is necessary to improve customer service to create comfort, which leads to a feeling of satisfaction.

CONCLUSION

The results of the service quality analysis show that the level of service quality provided by Clinic X is negative. In the GAP analysis, only the Reliability Dimension has a positive value; this shows that only the reliability dimension can provide customer satisfaction, while the other dimensions require service improvement to create comfort, resulting in Clinic X meeting customer satisfaction. Service quality that has yet to meet customer expectations will help the X Clinic Company with maximum service quality management, making customers satisfied. Because of the analysis results regarding the gap in the quality of the company's services, there is a need for improvement. The service quality gap is assessed from the gap scale obtained with the highest negative value on the warranty dimension. The reality is that it exceeds expectations, which makes the guarantee dimension not get customer satisfaction. On the dimensions of

Responsiveness, Empathy, and Physical Evidence, they also get negative values, but the results are below the guaranteed value. Reliability results that can meet customer expectations.

This finding implies that for Clinic X, it is hoped that it can maximize service as a means of optimizing customer satisfaction, and it is hoped that it can improve the quality of company services by providing the best service to customers so that in the end there is no gap between customer expectations and expectations for Clinic X services. Customer satisfaction is created from the appropriate level of expectations, and levels of customer expectations for the services offered by Clinic X will make the company better at providing services to customers; this means that increasing knowledge about customer satisfaction can improve company performance by maintaining customer satisfaction. In future research, it is advisable to develop a research model by adding or changing the research methods used in examining the effect of customer satisfaction, such as the Kano Method, and to be able to develop a more comprehensive sample size of respondents because later better and more comprehensive results will be obtained.

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