
Business, Economics, Law, Communication, and Social Sciences (BELACOSS)

Scholarly Scientific Journal

ISSN (Online): 3089-9001, ISSN (Print):

<https://journal.arepublisher.com/index.php/belacoss>

Measuring Service Quality with the Service Quality Approach (Servqual) and Importance Performance Analysis (IPA) Method

Septiyana^{1*)}; Onggo Pramudito²⁾

¹⁾ yanasepti574@gmail.com, Universitas Mercu Buana, Indonesia

²⁾ onggo@mercubuana.ac.id, Universitas Mercu Buana Jakarta, Indonesia

*) Corresponding Author

ABSTRACT

Modern lifestyles, especially among young people, encourage the trend of hanging out in cafes as part of social interactions. This makes service quality very important to support customer comfort and satisfaction. PT. Sedjuk Bakmi and Kopi is one of the leading coffee shops that also serves a signature menu of oven noodles, and is known for its traditional building design in the middle of an urban atmosphere. The purpose of this study is to measure the gap between customer expectations and perceptions of Sedjuk Bakmi and Kopi services and provide recommendations for improvements to increase satisfaction and reduce customer complaints. The objects of this study are customers who have become customers of PT. Sedjuk Bakmi and Kopi. This study was conducted on 80 respondents using a quantitative descriptive approach. The methodology used in this study is Servqual and Importance Performance Analysis (IPA) with SPSS analysis tools. Therefore, the results of this study state that Sedjuk Bakmi and Kopi need to improve key services such as complaint handling and staff skills, focusing on important aspects for customers and reducing attention to less important things. Recommendations include facility improvements, staff training, customer care programs, 24-hour service, and an effective complaints system.

Keywords: Operation Management; Service Quality; Importance Performance Analysis.

Submitted: 15-07-2025

Revised: 23-08-2025

Accepted: 29-08-2025

Article Doi:

http:

INTRODUCTION

In today's modern era, people's lifestyles have undergone significant changes and developments. Lifestyle plays a crucial role in the social aspects of the majority of people, especially young people. Lifestyle is no longer just about appearance; it also encompasses the activity of "hanging out" in cafes or other places deemed attractive to fulfill social needs, interacting with and strengthening relationships with certain groups. This phenomenon has actually existed since ancient times, but has undergone several changes over time. In the past, hanging out or gathering together took place in small coffee shops with simple activities, but today, hanging out is more often done in cafes or restaurants. This has encouraged many cafes and restaurants to adopt various interesting and contemporary concepts to attract all groups, encouraging more frequent visits and social activities there.

Initially, Indonesians understood coffee shops as simpler establishments compared to the more luxurious cafes. However, with the advancement of information technology and the influence of Western culture, coffee shop entrepreneurs began to adopt cafe-like concepts, and the simple concept of coffee was largely abandoned, especially in large cities. The emergence of many new cafes, from concept cafes to franchise cafes, has created numerous alternatives for coffee-loving consumers to choose the cafe that best suits their tastes. Coffee lovers today enjoy almost every age group, from teenagers to adults and even the countless elderly.

SBK is one of the best coffee shops, also serving its main menu, oven-baked noodles. Famous for its traditional building in the heart of the city, SBK is a favorite hangout spot for people of all ages, enjoying a homey atmosphere, traditional Central Javanese ambiance, and offering food and drinks that differ from most modern cafes. The traditional and serene atmosphere is the restaurant's core identity, and it is consistently maintained throughout its outlets (www.idnTraveling.com).

True to its name, this restaurant combines elements of a noodle stall and a coffee shop, which is its main attraction. While noodles are typically associated with simple food stalls and coffee shops are often associated with Western-style dishes, this restaurant offers a different approach. SBK currently has 14 branches across Jakarta, Tangerang, Bandung, and Solo. They also plan to open outlets in Bali, Malang, and Salatiga in the near future. Since its founding in 2019, SBK has brought a new dimension to the Indonesian culinary scene, serving a diverse menu of noodles, ranging from oriental and local Indonesian flavors to authentic recipes, along with a unique and distinctive selection of coffees. (www.sedjuk.com)

A problem at SBK is the presence of complaints, commonly referred to as grievances, from consumers (restaurant patrons). According to the Pareto diagram, the most common complaints at SBK relate to service, food, beverages, and the restaurant's facilities. These recurring complaints indicate that SBK's service quality is still subpar. Therefore, service quality development is needed to identify the desired and required service levels for improvements that will enhance customer satisfaction.

From 2021 to 2022, SBK received an increase of 150 complaints related to customer service. These complaints relate to the unsatisfactory quality of service provided by employees, including employee attitudes and the speed of service. Many customers complained about the unprofessional attitude of employees in resolving issues, and some also considered the speed of service to be inadequate.

Furthermore, another increase in complaints amounted to 80 types of complaints related to food and beverages, this is because some customers have not had maximum satisfaction with the variety of food and beverage flavors served by the SBK restaurant. An increase of 75 types of complaints was also received by the SBK restaurant regarding payment issues, this is because

the SBK restaurant has not collaborated with several digital financial service providers for easy payment transactions so that customers feel difficulty in the payment transaction process.

In a study by Sari and Cahya (2022), which examined the precise development of product quality, Servqual and IPA were used as methods for quality development. These methods are capable of translating consumer needs and generating comprehensive ways to meet them, along with their priorities. The results showed that five of the fourteen tourism attributes with the highest priority were the implementation of health protocols, promotions, playgrounds, ease of tourist access, and safety signs. These tourism attributes with the highest priority can be met by managers by focusing on improving and developing five of the thirteen technical descriptions of the company with the highest importance.

Based on the above description, the authors are interested in researching service quality development at SBK, entitled "Measuring Service Quality Using the Service Quality Approach (SERVQUAL) and the Importance Performance Analysis (IPA) Method."

LITERATURE REVIEW

Operations Management

According to Schroeder (2015), key decisions in operations management fall into four areas: process, quality, capacity, and inventory. Heizer and Render (2017) state that there are ten key decisions in operations management: product design, quality management, process design, location, layout design, work design, supply chain management, inventory management, scheduling, and maintenance. Operations management is a comprehensive and optimal management of labor, goods, machinery, equipment, raw materials, or any product that can be converted into a product or service that can be bought and sold. Operations managers are responsible for producing products or services, making decisions related to operations functions and transformation systems, and considering decisions made by operations functions. During the implementation of a company's manufacturing strategy, managerial skills that can be used to track decisions in an effort to regulate and coordinate the use of resources from a manufacturing strategy, known as operational management, are needed (Wijaya et al., 2020).

Service

Services are any action or activity offered by one party to another party that is essentially intangible and does not transfer ownership (Kotler, 2012). Services can also be interpreted as something offered by a company that is intangible (not physically tangible), so that services are often difficult for consumers to feel. Meanwhile, according to Tjiptono and Chandra (2011) services are a series of activities that are intangible and are usually carried out with interactions between customers and service employees provided as solutions to customer problems. From the definition above, it can be concluded that in services there is an interaction offered by the company/service provider to customers where the customer can only utilize, use or rent the service without owning it.

Service Quality

According to Kasmir (2017), service is the actions or deeds of an individual or organization to provide satisfaction to customers, fellow employees, and also leaders. Rusydi (2017) argues that service quality is a company's ability to provide the best quality service compared to its competitors. Meanwhile, Tjiptono (2014) states that service quality is the level of expected excellence and control over that level of excellence to meet customer desires, while customer satisfaction is the level of feeling someone feels after comparing the performance or

results they feel with their expectations. Service quality must start from customer needs and end with customer perceptions. Quality is closely related to customer satisfaction. Quality provides a special impetus for customers to establish long-term, mutually beneficial relationships with the company. This kind of emotional bond allows companies to thoroughly understand customers' specific expectations and needs (Tjiptono, 2016). Service quality is the overall impression felt by customers, whether relatively inferior or superior, of an organization and its services (Budiargo et al., 2021).

Importance Performance Analysis (IPA)

Measuring customer satisfaction levels using the Importance Performance Matrix method, a quantitative qualitative descriptive method in analyzing research data to answer the formulation of the problem regarding the extent of customer satisfaction with a company's performance. Analysis of the level of importance and satisfaction can produce a Cartesian diagram that can show the location of factors or elements that are considered to influence satisfaction, where in the Cartesian diagram the factors will be described in four quadrants. According to Ghazali (2011), the horizontal axis (X) in the Cartesian diagram contains the average value of the satisfaction score (performance), while the vertical axis (Y) contains the average value of the importance score (importance). The use of the Importance Performance Analysis method is in measuring the level of satisfaction of services that fall into the quadrants on the Importance Performance Matrix map. In this method, it is necessary to measure the level of conformity to determine how much customer satisfaction with the company's performance, and how much the service provider understands what customers want from the services they provide.

METHOD

The research used quantitative methods. This research is also included in applied research. Applied research is conducted when a solution is needed to address a problem faced, where there is a discrepancy between expectations and reality in the conditions faced. Variable search is used to obtain data from SBK customers to determine what SBK customers want from existing services, which is then used to identify existing problems or deficiencies. Problem identification data was obtained from an initial survey of respondents. Respondents in this study were selected from SBK customers. After the problem variables were obtained, a questionnaire was compiled. The questionnaire was created based on respondent demographics and consumer interests, perceptions, expectations, and desires regarding SBK customer service. The variable measurement scale used in this study is data arranged based on levels within certain attributes. This study used Importance Performance Analysis with a Likert scale.

The population used in this study was 250 customers who had shopped at SBK in the past two months. A random sample was drawn over a two-month period, resulting in 154 respondents. The collected data underwent validity and reliability tests to ensure they were valid and reliable. Furthermore, to determine customer perceptions and expectations, an Importance Performance Analysis (IPA) diagram was used. The Service Quality scale encompasses five dimensions of service quality: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. The following is an explanation of these five dimensions:

1. Tangibles, in this study, refer to the tangible form of service provided to SBK customers.
2. Reliability, in this study, refers to the ability of SBK employees to provide prompt and professional service.

3. Responsiveness, in this study, refers to the responsiveness of SBK employees in handling customer complaints and issues.
4. Assurance, in this study, refers to the ability of SBK employees to provide trust and guarantee the quality of service to customers.
5. Empathy in this study is the ability of employees to foster concern for customers in providing the best service.

RESULTS AND DISCUSSION

Results

Respondent Characteristics

Based on the data, of the 154 respondents, 61 were male or approximately 39.61% and 93 were female or approximately 60.39% who were Sedjuk Bakmi and Kopi customers. These results indicate that the majority of Sedjuk Bakmi and Kopi customers are female. It can also be seen that the age group with the largest number of respondents was over 36 years old, namely 48 people or 31.17%, while the age group with the fewest number of respondents was 31-36 years old, namely 28 people or 18.18%. Furthermore, the majority of the 154 respondents were those with a bachelor's degree, with a total of 52 respondents or 33.77%. Meanwhile, the group of respondents with elementary/middle/high school education was the smallest, namely 22 respondents or 14.29%. It can also be seen that the majority of the 154 respondents work as private employees, as many as 49 people or 31.82%, while the smallest group are students with a total of 21 respondents or 13.64%.

Validity and Reliability Test

Validity testing is used to measure the validity of a questionnaire administered to respondents during a study. Validity testing can be performed using SPSS version 23.0 software. This testing was conducted on 154 samples from different customers, and in this study, the validity test was applied to Sedjuk Bakmi and Kopi customers.

Based on the results of the interest validity test conducted using SPSS 23.0 for Windows software, it can be seen that of the 23 attributes tested, there are 2 (two) attributes that are declared invalid because the calculated r value is smaller than the r table, namely attributes E3 and E4. Meanwhile, the other 21 attributes have been declared valid because they have a calculated r value greater than the r table. Meanwhile, based on the results of the expectation validity test using SPSS 23.0 for Windows software, it can be concluded that the calculated r value is greater than the r table so that it can be concluded that all the question attributes in the questionnaire are valid and able to reveal something that is the main target of the measurement carried out with these attributes.

The Cronbach's alpha assessment obtained using SPSS 23.0 for Windows software shows that all questionnaire items had a Cronbach's alpha coefficient of 0.760, which is greater than 0.7. Therefore, it can be concluded that all questionnaire items related to interests and expectations are reliable. Next, a reliability test will be conducted on the questionnaire responses regarding residents' expectations.

Servqual Value Calculation

Service quality (servqual) is used to collect qualitative data from questionnaires that have passed validity and reliability tests. In the gap analysis, all attributes were declared valid. To measure gap 1, the gap between management perceptions and consumer expectations on the

quality dimension, Parasuraman, Zeithaml, and Berry formulated customer satisfaction with the following formula:

$$\text{Servqual Score} = \text{Performance Score} - \text{Expectation Score}$$

Table 1 Servqual Gap Score

Attribute	Average Performance Score	Average Expectation Score	Gap 1 (Servqual Score)	Average Variable Gap	
Tangible Variables					
1	The physical layout of the Sedjuk Bakmi and Kopi building is attractive	3.02	3.75	-0.73	
2	The building wall structure is good	3.10	3.91	-0.81	
3	Sedjuk Bakmi and Kopi has complete facilities and modern equipment.	3.12	3.86	-0.73	-0.78
4	Cool Corridor of Bakmi and Coffee	3.02	3.83	-0.81	
5	The appearance of Sedjuk Bakmi and Kopi employees is neat and attractive	3.15	3.95	-0.81	
Reliability Variables					
6	Provide services according to the promised time	3.06	3.79	-0.73	
7	Reliable in helping consumers/customers handle complaints	3.01	3.97	-0.96	-0.83
8	Provide services as promised	3.21	3.87	-0.66	
9	Perform regular facility maintenance	3.01	3.99	-0.98	
Responsiveness Variables					
10	The ability of Sedjuk Bakmi and Kopi employees to provide fast and accurate service	3.02	3.91	-0.89	
11	The willingness of Sedjuk Bakmi and Kopi employees to help customers/consumers	2.99	3.95	-0.95	-0.87
12	Ease of contacting Sedjuk Bakmi and Kopi employees	3.05	3.82	-0.78	
13	Complaints are resolved completely	2.92	3.77	-0.85	
Assurance Variables					
14	Sedjuk Bakmi and Kopi employees behave politely and friendly	3.11	4.05	-0.94	-0.88

Attribute	Average Performance Score	Average Expectation Score	Gap 1 (Servqual Score)	Average Variable Gap
15 Knowledge and skills of Sedjuk Bakmi and Kopi employees in dealing with complaints from consumers/customers	3.23	4.13	-0.90	
16 Feeling safe and comfortable when interacting with Sedjuk Bakmi and Kopi employees	3.09	3.90	-0.81	
17 Provides guarantees for complaints until they are resolved	3.02	4.01	-0.99	
18 Service operating hours start from 07.00 WIB	3.08	3.84	-0.76	
Empathy Variables				
19 Employees communicate with consumers/customers in a polite and pleasant manner	3.23	3.99	-0.77	
20 Always provide information and holiday greetings to consumers/customers	2.99	3.90	-0.92	-0.79
21 Employees understand requests from consumers/customers	3.19	3.89	-0.70	

Source: Results of respondent questionnaires, 2025

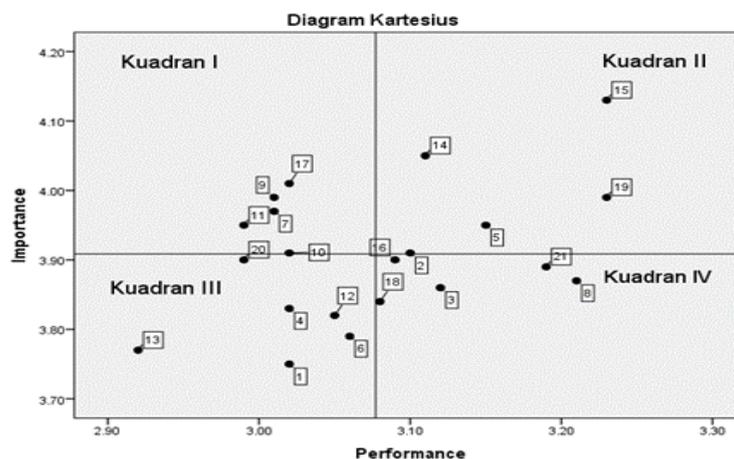
Based on the table, the largest gap is found in the Assurance dimension, with a value of 0.88. The next largest gap is in the Responsiveness dimension, at 0.87, followed by the Reliability dimension, at 0.83, the Empathy dimension, at 0.79, and the smallest is the Tangible dimension, with a gap of 0.78.

Discussion

Importance Performance Analysis Method

The assessment carried out using the Importance Performance Analysis (IPA) method aims to identify factors that influence the results of the servqual dimensions.

Figure 1 Cartesian diagram



Based on the analysis using the Importance Performance Analysis (IPA) method shown in Figure 1, it can be concluded that there are four quadrants that describe the priorities for improvement and evaluation of service performance. Quadrant I covers aspects that are considered important by customers but are still inadequately implemented, such as complaint handling, facility maintenance, and the speed and responsiveness of employees in providing service. These are the main priorities for improvement. Meanwhile, Quadrant II shows important attributes that have been implemented well by the company, such as building quality, employee appearance and attitude, and their ability to handle customers—which means they need to be maintained. Quadrant III contains aspects that are less important to customers and also not optimally implemented, such as interior design, ease of communication, and the delivery of additional information. These aspects are not prioritized for improvement. Finally, Quadrant IV shows attributes that are less important to customers but receive excessive attention, such as modern facilities, operating hours, and a sense of security during interactions. The company should reevaluate these to make resources more efficient.

Sedjuk Bakmi and Kopi has taken several strategic steps to improve service quality and customer satisfaction. One example is the addition of more modern facilities, ensuring greater comfort and ease in meeting customer needs. Furthermore, staff are provided with regular skills and communication training to enhance service quality. Through a customer care program, employees are encouraged to be more attentive to the work environment and customer needs. Creating a sense of comfort and attention is also considered crucial, as it contributes to a positive impression of the restaurant. The company also offers 24-hour customer service, ensuring customer service is available at all times. To ensure that every complaint is handled effectively, a comprehensive complaint resolution monitoring system has been implemented. A suggestion box is provided as a form of customer participation, while internally, staff morale is fostered to maintain a friendly and professional attitude. All of these initiatives aim to strengthen customer relationships and create a higher-quality service experience.

CONCLUSION

Several aspects of Sedjuk Bakmi and Kopi's service still need improvement because they have not met customer expectations, with a satisfaction level below 80%. Things that need to be improved include the condition of the building, room comfort, employee appearance and attitude, ability to handle complaints, facility maintenance, and ease of communication with staff. The company should prioritize improvements in aspects that are considered important but have not been implemented well, such as complaint handling, speed and accuracy of service, and willingness to help customers. On the other hand, excessive attention to less important things such as completeness of facilities and operating hours should be reduced. To improve service quality, Sedjuk Bakmi and Kopi can improve facilities, provide training to employees, implement customer care programs, create comfort, provide 24-hour service, monitor complaint handling, provide a suggestion box, and provide morale building for employees.

Based on the findings of the research on customer satisfaction at Sedjuk Bakmi and Kopi, the authors propose the following recommendations:

1. Assessments of service quality improvements at the restaurant should be conducted at least annually to ensure continuous improvement and evaluation to maintain and enhance customer satisfaction.

2. Based on the results of the Sedjuk Bakmi and Kopi customer satisfaction assessment, management should focus on maintaining the quality of service provided, particularly in terms of employee performance.
3. Based on the assessment results, SBK should pay attention to tangibility in terms of maintaining the physical and building maintenance of the restaurant, as well as maintaining cleanliness to attract customers.
4. Based on the assessment results, SBK should pay attention to responsiveness, as it relates to the speed and accuracy of employees in providing optimal service to customers.
5. Based on the assessment results, SBK should pay attention to reliability, as it ensures excellent service and is reliable in meeting customer needs.
6. Based on the assessment results, SBK should pay attention to assurance, as it relates to the quality and service provided by SBK to customers.
7. Based on the assessment results, SBK must pay attention to the empathy aspect because this is related to understanding customer feelings and needs through good communication.

REFERENCES

- Anassalam, M., & Cahya, H. N. (2023). Upaya Peningkatan Kepuasan Konsumen pada Kedai Kopi Dreeps Coffee Semarang. *Jurnal Ekonomi dan Bisnis*, 2 (2).
- Bagas, S. B., Budi, P. & Bobby, H. S. (2021). Perancangan Pelayanan Bisnis Coffee Shop Pada Kelingan Coffee Dengan Menggunakan Metode SERVQUAL. *eProceedings of Engineering*, 8 (5).
- Bell & Luddington. (2016). *Manajemen Pemasaran dan Pemasaran Jasa*. Bandung: Alfabeta.
- Chase, R. & Jacobs, F. (2014). *Operations and Supply Chain Management. 14th Edition*. Singapore: McGraw-Hill Education.
- Daryanto, & Setyobudi, I. (2014). *Konsumen dan pelayanan prima*. Yogyakarta: Gava Media.
- Fika, R. G., & Rieka, F. H. (2023). Desain Produk Aplikasi Travemates Berdasarkan Kebutuhan Konsumen. *eProceedings of Management*, 10 (2).
- Ghozali, I. (2011). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hanggara, A. (2019). *Pengantar Akuntansi*. Surabaya: Jakad Publishing
- Harsanto, B. (2017). *Dasar Ilmu Manajemen Operasi*. Sumedang: UNPAD PRESS
- Heizer, J. & Render. B. (2015). *Manajemen Operasi : Manajemen. Keberlangsungan dan Rantai Pasoka, Edisi 11*. Jakarta: Salemba Empat.
- Kasmir. (2017). *Customer Service Excellent Teori dan Praktik*. Jakarta: Raja Grafindo Persada.
- Kotler, P. & Keller, K. L. (2012). *Manajemen Pemasaran Jilid I Edisi ke 12*. Jakarta: Erlangga.

- Lupiyoadi, R. (2013). *Manajemen Pemasaran Jasa Berbasis Kompetensi, Edisi Ketiga*. Jakarta: Salemba Empat.
- Marlina, E. (2008). *Panduan Perancangan Bangunan Komersial*. Yogyakarta: Andy.
- Murgani, R., & Hasibuan, S. (2022). Peningkatan Kualitas Layanan Penyedia Layanan Logistik Berdasarkan Integrasi SERVQUAL. *Jurnal Rekayasa Sistem Industri*, 11 (2).
- Nadya, N. D., Tolok, P., & Roni, K. (2021). Penerapan Metode Servqual untuk Meningkatkan Kepuasan Konsumen dalam Kualitas Pelayanan di Inaka Coffee. *Jurnal Ekonomi Pertanian dan Agribisnis*. 5 (4).
- Nasution, M. N. (2015). *Manajemen Mutu Terpadu (Total Quality Management)*. Jakarta: Ghalia Indonesia.
- Nur, Q. R., Dzakiyah, W., & Moh, J. (2021). Usulan Perbaikan Pelayanan Di Kedai Kopi Sang Esoen Pada Masa Pandemi Covid-19 Menggunakan Metode Service Quality. *Jurnal Sistem dan Teknik Industri*, 2 (1).
- Rusydi. (2017). *Customer Excellence*. Yogyakarta: Gosyen Publishing.
- Sari, F. K., & Cahya, H. N. (2022). Penggunaan QFD Sebagai Upaya Perbaikan Kualitas Layanan WanaWisata Kedung Cinta. *Jurnal Manajemen dan Dinamika Bisnis*, 1 (1).
- Schroeder. (2014). *Financial Accounting Theory and Analysis: Text and Cases. Eleventh Edition*. United States of America: John Wiley & Sons, Inc
- Sekaran, U. & Roger, B. (2017). *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian, Edisi 6, Buku 1, Cetakan Kedua*. Jakarta: Salemba Empat.
- Stevenson, W.J., & Chuong, S.C. (2014). *Manajemen Operasi Perspektif Asia, Edisi 9*. Jakarta: Salemba Empat and MC Graw Hill Education.
- Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Tjiptono, F. (2014). *Service, Quality & Satisfaction, Edisi 3*. Yogyakarta: Penerbit Andi.
- Wijaya, A. (2020). *Manajemen Operasi Produksi*. Medan: Yayasan Kita Menulis.
- Zeithaml, A., & Mary, D. (2006). *Services Marketing. Integrating Customer Focus Across the Firm. International Edition*. Singapore: McGraw-Hill.