

IMPROVING CUSTOMER SATISFACTION OF TRAVEL AGENCY USING SERVICE QUALITY (SERVQUAL), IMPORTANCE PERFORMANCE ANALYSIS (IPA), AND QUALITY FUNCTION DEPLOYMENT (QFD)

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ABSTRACT

This study aims to evaluate and enhance customer satisfaction at PT Nuartha Tours & Travel through an integrated approach utilizing the Service Quality (SERVQUAL), Importance Performance Analysis (IPA), and Quality Function Deployment (QFD) methods. The initial stage employed the SERVQUAL method to measure the gap between customer expectations and perceptions across five key service dimensions: tangibility, reliability, responsiveness, assurance, and empathy. The research population comprised approximately 2,000 customer data entries from the past two years, with 96 respondents selected as samples using the purposive sampling technique. The results of the SERVQUAL analysis indicated that all dimensions exhibited negative gaps, suggesting that the services provided have not yet fully met customer expectations. The IPA method was then applied to map each attribute into four priority quadrants based on their levels of importance and actual performance. Attributes located in Quadrant I (main priority) were used as inputs in the QFD process, where the House of Quality (HoQ) translated customer needs into technical responses for concrete service improvement strategies. Validity and reliability tests were conducted using SPSS, while the SERVQUAL analysis, IPA mapping, and House of Quality construction were performed using Microsoft Excel. The findings demonstrate that the integration of SERVQUAL, IPA, and QFD provides a systematic framework for formulating customer-oriented service improvement strategies. It is recommended that the company continuously monitor changes in customer preferences and update service standards to ensure that quality improvements remain relevant to market needs.

Keywords: Service Quality, Customer Satisfaction, Importance-Performance Analysis; Quality-Function Deployment

INTRODUCTION

The development of the tourism industry in Indonesia over the past decade has shown significant growth (BPS, 2024; UNWTO, 2024). This trend has been driven by increased public mobility, easier access to transportation, and the rapid advancement of digital technology, which has transformed how consumers plan and purchase travel products. Amidst this dynamic environment, travel service companies are required not only to offer competitive products but also to provide superior service quality focused on customer satisfaction. Service quality has become one of the key factors in maintaining customer loyalty and strengthening a company's position in an increasingly competitive market (Kotler et al., 2024).

PT Nuartha Tours & Travel, as one of Indonesia's travel service providers, faces similar challenges. Intensifying competition, changing consumer preferences, and rising expectations for digital services have encouraged the company to evaluate its service quality. Based on internal company data, there has been a variation in customer satisfaction levels over the past two years regarding the services provided. This condition indicates a gap between customer expectations and perceptions of the company's service performance, necessitating an in-depth analysis to identify areas requiring improvement.

Previous studies have shown that the Service Quality (SERVQUAL) model developed by Parasuraman, Zeithaml, and Berry in 1988 is one of the most widely used approaches to identify gaps between customer expectations and perceptions of service quality (Ariani D, 2021; Celik et al., 2024). This model assesses five main dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. However, although SERVQUAL can provide an overview of improvement areas, it cannot fully determine which actions should be prioritized to effectively enhance service quality.

Therefore, several researchers have combined SERVQUAL with the Importance Performance Analysis (IPA) approach to map service attributes based on their levels of importance and actual performance (Stevenson, 2021). IPA provides a visual representation through priority quadrants that help companies identify which service attributes should be prioritized for improvement. Nevertheless, IPA also has limitations, as it does not translate analysis results into concrete technical actions for companies.

To address these limitations, this study integrates the Quality Function Deployment (QFD) approach, which translates customer needs into the company's technical responses through the House of Quality (HoQ) framework (Heizer et al., 2017; Trenggonowati et al., 2023). The integration of SERVQUAL, IPA, and QFD offers a

comprehensive framework for evaluating, mapping, and formulating systematic strategies for service quality improvement (Junior et al., 2022; Sultan et al., 2020). Previous studies, such as those conducted by (Fuad & Nadlifatin, 2024; Furqon et al., 2019; SARI Rizal Manullang Medinal, 2019), have demonstrated that the combination of these three methods effectively improves service quality in various service sectors, including education, banking, and transportation. However, the application of this integrated approach within Indonesia's travel industry remains relatively limited.

Based on this discussion, there exists a research gap in the application of the integrated SERVQUAL, IPA, and QFD methods within the context of Indonesian travel service companies. Moreover, few empirical studies have explored how service quality gap measurements can be implemented into practical and applicable technical strategies for service improvement. Therefore, this study offers a novel contribution by applying an integrative approach to develop customer-based service quality enhancement strategies. Thus, the objective of this research is to evaluate and improve service quality at PT Nuartha Tours & Travel through the integration of the SERVQUAL, Importance Performance Analysis (IPA), and Quality Function Deployment (QFD) methods. The results of this study are expected to provide both theoretical contributions to the development of service quality evaluation models and practical contributions for companies in formulating sustainable service improvement strategies.

METHOD

This study employs an evaluative quantitative approach aimed at evaluating and formulating strategies to improve service quality at PT Nuartha Tours & Travel. The research design focuses on analyzing the gap between customer expectations and perceptions of the company's services, as well as developing customer based improvement priorities.

The population in this study consists of all customers of PT Nuartha Tours & Travel over the past two years, totaling approximately 2,000 customers. From this population, 96 respondents were selected as the research sample using the purposive sampling technique, in which respondents were chosen based on specific criteria, such as having used the company's travel services at least once within the past two years.

The data collection instrument used in this study is the SERVQUAL questionnaire developed by Parasuraman, Zeithaml, and Berry in 1988, which consists of 22 statement items based on the five main dimensions of service quality: tangibility, reliability, responsiveness, assurance, and empathy. Each item was measured using a five-point Likert scale (1–5) to assess customer expectations and perceptions of the services received. Before conducting the main analysis, validity and reliability tests were performed using SPSS software, and the results indicated that all questionnaire items were valid and reliable, making them suitable for data collection.

The validated and reliable data were then analyzed through three main stages. First, the SERVQUAL analysis was applied to identify the gap between customer expectations and perceptions. Second, the Importance Performance Analysis (IPA) was used to map service attributes based on their levels of importance and actual performance to determine improvement priorities. Third, the results of the IPA stage served as the basis for implementing Quality Function Deployment (QFD) through the construction of the House of Quality (HoQ), which translates customer needs into the company's technical responses in a practical and measurable manner.

RESULTS AND DISCUSSION

This study employs an integration of three methods that is Service Quality (SERVQUAL), Importance Performance Analysis (IPA), and Quality Function Deployment (QFD) to evaluate and design strategies for improving service quality at PT Nuartha Tours & Travel.

The results of the SERVQUAL analysis indicate that all service attributes exhibit negative gaps, suggesting that customers' perceptions of the services received remain below their expectations. The largest gap was found in the indicator "The transportation used is clean and comfortable," while the smallest gap was observed in "Employees are easily reachable by customers." This finding implies that transportation comfort represents the top priority for improvement, whereas employee communication accessibility is still considered relatively adequate. Conceptually, these negative gaps reflect discrepancies between customer expectations and perceptions of service performance (Martilla et al., 1977). The greater the gap, the lower the customers perceived service quality (Josh Ballard, 2024).

The subsequent stage, the Importance Performance Analysis (IPA), identified eight attributes categorized within Quadrant I, representing the top priorities for improvement. These attributes include the cleanliness and comfort of accommodation, the completeness of additional facilities, punctuality of service delivery, the speed and accuracy of employee responses to customer requests, employees' ability to provide adequate service, the capacity to build trust, as well as friendliness and politeness in serving customers.

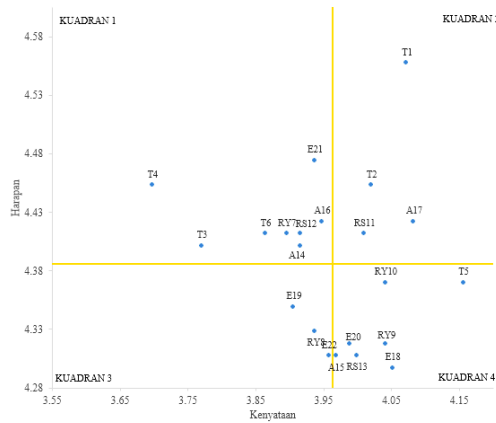


Figure 1. Matriks Kartesius IPA

These findings emphasize that both tangible aspects and human interaction dimensions—such as reliability and assurance—should become the focus of service enhancement efforts. This result aligns with the study by (Wulandari et al., 2020), which highlights that timeliness, professionalism, and employee friendliness are key determinants of customer satisfaction in the tourism service industry.

Table 1. Voice of customer

Voice Of Customer
The accommodation (hotel) provided is clean and comfortable.
The quality of accommodation facilities (Wi-Fi, toiletries, television, etc.) is adequately available.
The completeness of additional facilities (such as medicine, food, and beverages) is well provided.
Employees deliver services in a timely manner.
Employees respond to customer requests promptly, accurately, and efficiently.
Employees demonstrate sufficient ability in delivering adequate service.
Employees are capable of building customer trust and confidence.
Employees serve customers with friendliness, politeness, and courtesy.

Table 2. Techniqal response

Techniqal Respons
strengthening collaboration and external standardization
Enforcement of service standard operating procedures (SOPs)
enhancement of soft skills
Employee training and development programs
Direct supervision and monitoring by supervisors

Based on the results of the Quality Function Deployment (QFD) analysis through the House of Quality (HoQ) matrix, the prioritized strategies for service quality improvement are as follows: enforcement of service standard operating procedures (SOPs), employee training, enhancement of soft skills, strengthening collaboration and external standardization, and direct supervision and monitoring by supervisors. These findings emphasize that service quality improvement is not solely dependent on procedural enhancement but also on human resource development and consistent internal supervision. This priority order indicates that human resource development plays a crucial role in bridging the service quality gap.

From a scientific perspective, the findings confirm that the root cause of service quality gaps at PT Nuartha Tours & Travel lies in suboptimal human resource management and inconsistency in operational standardization. This condition explains the low performance observed in attributes with high levels of importance. These results are consistent with the study of (Fuad & Nadlifatin, 2024), which demonstrated that improvements in employee competence and communication significantly influence customers' perceptions of service quality. The integration of SERVQUAL, IPA, and QFD methods in this study provides a systematic analytical framework to identify service weaknesses, establish improvement priorities, and design customer-oriented quality enhancement strategies.

CONCLUSION

This study demonstrates that the integration of the Service Quality (SERVQUAL), Importance Performance Analysis (IPA), and Quality Function Deployment (QFD) methods provides a comprehensive analytical framework for identifying and formulating service quality improvement strategies at PT Nuartha Tours & Travel. The SERVQUAL analysis indicates that all service attributes exhibit negative gap values, signifying a discrepancy between customer expectations and perceptions, thus revealing that the current service quality does not fully meet customer expectations. The IPA analysis highlights eight priority attributes that significantly influence customer satisfaction, including the cleanliness and comfort of accommodation, the quality of accommodation facilities, the

completeness of additional amenities, service timeliness, employees' responsiveness and efficiency, employees' ability to deliver adequate services, their capability to build customer trust, and their friendliness and courtesy in serving customers. Through the QFD process, these eight attributes were translated into prioritized operational actions, comprising the enforcement of service standard operating procedures (SOPs), employee training, soft skill enhancement, strengthening collaboration and external standardization, and direct supervision by supervisors. These findings not only provide a data-driven strategic guide for systematic service improvement but also open opportunities for future research to evaluate the implementation of these quality enhancement strategies and their long-term impact on customer loyalty.

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