



# Service quality evaluation of the "X" hotel using important-performance analysis

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## Abstract

Service quality is something that is expected by the customer, and which is expressed by customer satisfaction for the services provided. Satisfaction is the difference between perceived performance and what is expected. This research sought to find out and analyze how the description of service quality occurs, where service quality consists of physical evidence (tangible), reliability, responsiveness, assurance, and empathy as popularized by Parasuraman et al.. This research is a descriptive study, which describes the state of service quality variables at the X hotel in Jakarta. The population in this study was Hotel X customers and a sample of 185 people were randomly selected as respondents. Data collection used a questionnaire with a Likert scale rating. The analytical tool used in this study was descriptive analysis such as the average value, standard deviation, t-test, and Cartesian diagram Important Performance. The results of this study indicate that, of the 11 variables that did not meet expectations, only 6 variables were the top priority, 10 variables that met expectations did not become the main priority, and 3 variables had met expectations, and there not any main priorities.

**Keywords:** Service quality, cartesian diagram importance performance, excellence, satisfaction.

## Introduction

Hotels are one of the service business models of various service businesses. Hotel business growth has been accelerating, and competition in this business is increasingly fierce, especially in big cities like Jakarta. All these business players are in the corridor of their respective segments in the star class of each hotel. For this reason, each hotel strives to attract customers by providing the best service, providing excellent service quality in accordance with its class. So that the service of one hotel with another hotel can be very different, and may not be the same, and also because how customer satisfaction will be felt depends on customer perceptions. Whereas a customer's perception depends on the customer's experience in using hotel services.

One of the hotels that will be examined about the quality of its services is the X hotel in Jakarta, with a 4-star class rating. Hotel X is strategically located because it is in the Slipi area, close to Jakarta's business center. From the hotel to the Sudirman area takes 15 minutes. Shopping centers such as Central Park and Thamrin City can be reached by a 20-minute drive from the hotel. From Soekarno Hatta International Airport, the hotel is around 45 minutes' drive away, while from Gambir railway Station, the location of the hotel can be reached by driving for only 30 minutes. This hotel has an interior room appearance with a minimalist and elegant design. Room amenities include free WiFi, safety deposit box and tea/coffee maker. The en-suite bathroom comes with a shower and bathtub (certain room types) and free toiletries. Free WiFi access is available in all areas. The hotel provides a luggage storage facility, swimming pool, spa services, laundry, sauna and a fitness room. A free parking area is also available. There is the Harmony Restaurant that serves a variety of menu items ranging from Indonesian, Asian and Western cuisine. With such physical / tangible conditions as a 4-star hotel requires, it is quite crowded hotel customers. Therefore it is interesting to study the extent of the quality of service that has been carried out by X hotel.



## Literature Review

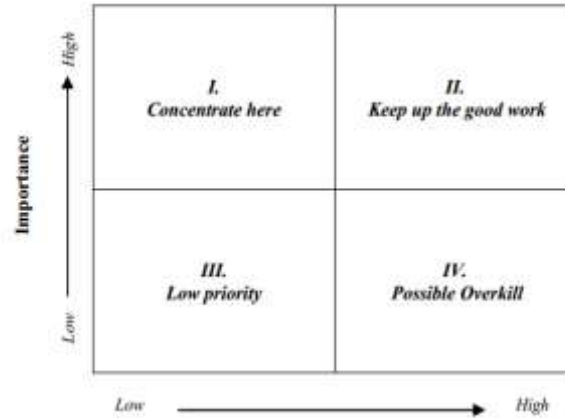
Services are basically part of the service operating system. In business operations, there are inputs, processes, and outputs. The input of services can be composed of tangible aspects in the form of hotel buildings, hotel rooms, hotel equipment, hotel decoration, and other physical forms. Other parts of the input are hotel employees and their managers, machinery, equipment, and hotel capabilities. Service is a process that can consist of services that give rise to the impression of reliability, responsiveness, assurance and empathy capabilities, which produce the output of service quality and have an effect on customer satisfaction. All of this is in a hotel operating system. This hotel operating system must be evaluated regularly so that the hotel can always provide excellent service. To evaluate hotel services, Parasuraman (1985) has introduced how to measure the quality of service, known as SERVQUAL. The SERVQUAL principle has been widely used to measure service quality from various service business models whose implementation cannot be separated from services, such as in a hotel, restaurant, hospital, education, transportation, tourist attractions and so on.

The first time service quality consisted of 10 dimensions, and in its development, it was concluded in five dimensions of service quality, namely: tangible, reliability, responsiveness, assurance and empathy. Tangibility, including physical facilities, equipment, employees and communication facilities. Reliability, namely the company's ability to provide the promised service in a timely and satisfying manner. Responsiveness, which is the ability of staff to help customers and provide services responsively. Assurance, includes the ability of employees, courtesy, and trustworthiness of the staff, an area free from danger, risk or doubt and total relaxation Nicolaidis (2008) proclaims that service quality excellence is non-negotiable for hotel sustainability to result, but there must also be empathy towards all stakeholders. This includes the ease of making good communication relationships and understanding the needs of customers. Parasuraman, Berry, and Zeithaml (1985) define service quality (perceived service quality) as a comparison between customer expectations and perceptions of the services provided (performance). This definition has been widely accepted and used. Customer expectations about service quality show how important service quality is.

Thus, between the perception of service quality and service quality expectations the gap also means the perception of performance and the level of importance (important) service quality. So to further analyze SERVQUAL, it can be continued with Important-Performance Analysis (IPA).

Important Performance Analysis (IPA) is an analytical approach proposed by Martilla and James (1977), based on performance expectations through measurement of perceived quality and importance, where this approach is documented in the marketing literature (Ennew et al, 1993. Slack, 1994; Matzler et al, 2003.); and has been generally used to provide guidance in making strategic marketing decisions. With the development of quantitative methods, the use of IPA as an analytical tool lost support (Duke, Mount, 1996), however some researchers still use it such as in transportation (Huang, Hsu, 1996), banks (Joseph et al., 2005), higher education (Pike, 2004), hotels (Janes, Wisnom, 2003) and tourism (Fuchs, Weiermair 2003).

This method has proven to be a generally applicable tool that is relatively easy to manage and interpret, with results in widespread use among researchers and managers in various fields, it is a way to promote the development of effective marketing programs, because it facilitates the interpretation of data and increases the usefulness in making decisions strategic (Slack, 1994; Matzler et al., 2003; Kitcharoen, 2004;. Abalo et al, 2007; Silva & Fernandes, 2010). IPA consists of a pair of coordinate axes where the 'importance' (y-axis) and performance (x-axis) of the elements involved in service are compared (see Fig. 1).



**Figure 1.** Important-Performance diagram

Each quadrant combination of importance and performance provided by a particular customer / user on the service element and the average value of each important level and performance attribute is the starting point of this IPA matrix (Martilla & James, 1977; Guadagnolo, 1985; Bacon, 2003; Matzler et al., 2003;. Zhang & Chow, 2004; Pike, 2004; Go & Zhang, 2008; Silva & Fernandes, 2010).

Each quadrant shows a different strategy. The four quadrants in the Important-performance analysis are marked as (Martilla & James, 1977:78.):

- A. Top Priority - high level of importance, low performance: requires immediate attention to improvements and major weaknesses;
- B. Surviving good work - high importance high, high performance: indicates opportunities to achieve or maintain competitive advantage and key strengths;
- C. Low priority - low importance, low performance: minor weaknesses and does not require additional effort;
- D. Possibility of overdoing - low importance, high performance: indicates that business resources committed to this attribute will be excessive and must be placed elsewhere.

Research related to the quality of hotel services reviewed was as follows:

**Table 1.** List of related studies

No	Researcher	Title	Variable	Method
1	Krisna Mahendraswara (2011)	Study of Service Quality at the Grand Candi Hotel, Semarang	SERVQUAL	Important Performance analysis
2	Suzana Marković (2007).	Measuring Perceived Service Quality Using Servqual: A Case Study of the Croatian Hotel Industry	SERVQUAL	Exploratory factor analysis and reliability analysis
3	Muhammad Ehsan Malik, Basharat Naeem, Abdul Mohsin Nasir (2011).	Hotel Service Quality and Brand Loyalty	SERVQUAL, brand loyalty	Multiple regression analysis
4	Aries Susanty, Arief Chandra Putra Buana(2011).	Attributes that are the Priority for Improving Service Quality	SERVQUAL	Important Performance analysis
5	Nila Fauziah(2010).	The effect of Service Quality on Customer Loyalty (The Study of Santika Premiere Hotel Malang customers)	SERVQUAL, Loyalty	Simple regression dan multiple regression



6	Novi Theresi(2011).	The Influence of Customer Perceptions About Service Quality on Customer Loyalty at Mutiara Hotel Yogyakarta	SERVQUAL, Loyalty	Simple regression dan multiple regression
7	Jasmina Gržinić (2007)	Concepts of Service Quality Measurement in Hotel Industry	SERVQUAL	Quantitative and qualitative application
8	Rino Desanto W. S.E.(2008).	The Influence of Service Quality and Consumer Satisfaction Against the Intention of the Merdeka Madiun Hotel Residential	Modify SERVQUAL	Regression
9	Winarti Setyorini(2011).	The Influence of Service Quality on Customer Loyalty at Mahkota Hotel in BUN Base	SERVQUAL, Loyalty	Descriptive analysis, factor analysis eksploratoric and multiple linear regression analysis
10	Rahmat Kurniawan (2007).	Effect of Service Quality on Loyalty with Satisfaction as a Mediating Variable for Surabaya Satellite Hotel Customers	SERVQUAL, Loyalty, satisfaction	Multiple regression

Of the 10 related studies examined, studies similar to those conducted by the researcher were 1 and 4, but there are differences in data processing and analysis methods. The researcher combined the results of the t-test analysis with the results of the IPA analysis.

## Method

This research was a qualitative study using a modified version of the SERVQUAL concept of Parasuraman, adjusted to the situation of the hotel under study. The questionnaire had two aspects, namely about the level of importance of the expected service quality and the quality of existing services. Assessment of the expected level of service quality used Likert scale gradations as Strongly disagree (1) to Very much agree (5). And the assessment of service quality uses Poor grade (1) up to Very Good (5).

Respondents were customers or visitors of hotel X who were randomly selected n=185 respondents. Data processing was conducted using SPSS and Excel programs. The validity and reliability test used the correlation coefficient from Pearson and the Cronbach coefficient. A t-test is also conducted between the expected service quality and the quality of existing services.

To analyze the quality of services further we used a Cartesian diagram with the x-axis is the quality of service and the y-axis is the level of importance/expectation of service quality. Quadrant A is if the quality of service is low while the importance of service quality is high, quadrant B is if the level of service quality is high and the level of importance of service is high quality, quadrant C is if the service quality is low and the quality of service quality is also low whereas quadrant D is if service quality high and low-quality service importance level. If the position of the variable is in quadrant A, then the variables become the main priority, if the variable is in quadrant B, the variables must be maintained, if the variable is in quadrant C, then the variables are at low priority and if the variable is in quadrant D then the variable is overdone.

## Result and Discussion

Table 2 on page 5, highlights the validity and reliability aspects of service quality provision:



**Table 2.** Test results for Validity and Reliability of service quality (X)

Physical evidence		Reliability		Responsiveness	
	Pearson Correlation		Pearson Correlation		Pearson Correlation
X1	,685(**)	X6	,887(**)	X11	,814(**)
X2	,630(**)	X7	,894(**)	X12	,827(**)
X3	,831(**)	X8	,896(**)	X13	,820(**)
X4	,748(**)	X9	,736(**)	X14	,772(**)
X5	,827(**)	X10	,842(**)		
Alpha =	,8015	Alpha =	,9091	Alpha =	,8210
Assurance		Empathy			
	Pearson Correlation		Pearson Correlation		
X15	,778(**)	X22	,897(**)		
X16	,762(**)	X23	,889(**)		
X17	,869(**)	X24	,817(**)		
X18	,842(**)	Alpha =	,8350		
X19	,871(**)				
X20	,874(**)				
X21	,845(**)				
Alpha =	,9261				

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

In table 2, the Pearson correlation value is significant at the 0.01 level, which is already smaller than 0.05. Thus, the data obtained is valid. While the Cronbach value for each service quality dimension, the coefficient value is greater than 0.6, so the data concluded that the data obtained are reliable.

**Table 3.** Test results Validity and Reliability of service quality expectations (Y)

Physical evidence		Reliability		Responsiveness	
	Pearson Correlation		Pearson Correlation		Pearson Correlation
Y1	,722(**)	X6	,887(**)	X11	,814(**)
Y2	,730(**)	X7	,894(**)	X12	,827(**)
Y3	,671(**)	X8	,896(**)	X13	,820(**)
Y4	,797(**)	X9	,736(**)	X14	,772(**)
Y5	,740(**)	X10	,842(**)		
Alpha =	,7807	Alpha =	,9091	Alpha =	,8210
Assurance		Empathy			
	Pearson Correlation		Pearson Correlation		
X15	,778(**)	Y22	,935(**)		
X16	,762(**)	Y23	,913(**)		
X17	,869(**)	Y24	,877(**)		
X18	,842(**)	Alpha =	,9019		
X19	,871(**)				
X20	,874(**)				
X21	,845(**)				
Alpha =	,9261				

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



From table 3, the Pearson correlation value is significant at the 0.01 level, which is already smaller than 0.05. Thus, the data obtained is valid. While considering the Cronbach value for each service quality dimension, the coefficient value is greater than 0.6, so the data concluded that the data obtained are reliable. Furthermore, between the actual value of service quality and expectations of service quality, a t-test is performed to see whether the existing service quality meets the expectations of service quality, does not meet service quality expectations or service quality is in line with expectations. Service quality is said to meet expectations if the results of the t-test have a significant difference, and the actual average value of service quality is greater than the average expectation of service quality. Service quality is said to be hopeless if the results of the t-test have significant differences and the expected average quality of service is greater than the actual average value of service quality. Service quality is said to be as expected if the results of the t-test do not have significant differences. The results of the t-test can be seen in table 4.

**Table 4.** Paired Samples Test

Service quality variable		X- the actual quality	Y- expected quality	t	Sig. (2-tailed)	interpretation
Pair 1	X1 - Y1	3,48	4,06	-7,344	,000	Quality does not meet expectations
Pair 2	X2 - Y2	3,61	3,95	-4,404	,000	Quality does not meet expectations
Pair 3	X3 - Y3	4,04	3,73	3,674	,000	Quality meet expectations
Pair 4	X4 - Y4	3,86	3,68	2,418	,017	Quality meet expectations
Pair 5	X5 - Y5	3,81	3,50	3,535	,001	Quality meet expectations
Pair 6	X6 - Y6	4,01	4,03	-,277	,782	Quality as expected
Pair 7	X7 - Y7	4,14	4,15	-,314	,754	Quality as expected
Pair 8	X8 - Y8	3,99	4,03	-,784	,434	Quality as expected
Pair 9	X9 - Y9	3,85	3,94	-1,386	,168	Quality as expected
Pair 10	X10 - Y10	4,01	4,04	-,492	,624	Quality as expected
Pair 11	X11 - Y11	3,99	4,20	-2,538	,012	Quality does not meet expectations
Pair 12	X12 - Y12	3,78	4,03	-3,089	,002	Quality does not meet expectations
Pair 13	X13 - Y13	4,03	4,12	-1,238	,217	Quality as expected
Pair 14	X14 - Y14	3,98	3,92	,692	,490	Quality as expected
Pair 15	X15 - Y15	3,89	3,94	-,664	,507	Quality as expected
Pair 16	X16 - Y16	3,74	4,01	-3,913	,000	Quality does not meet expectations
Pair 17	X17 - Y17	3,87	4,04	-2,332	,021	Quality does not meet expectations
Pair 18	X18 - Y18	3,87	4,10	-3,187	,002	Quality does not meet expectations
Pair 19	X19 - Y19	3,83	3,89	-,746	,457	Quality as expected
Pair 20	X20 - Y20	3,73	3,96	-2,724	,007	Quality does not meet expectations
Pair 21	X21 - Y21	3,87	3,99	-1,769	,079	Quality does not meet expectations
Pair 22	X22 - Y22	3,90	4,13	-2,929	,004	Quality does not meet expectations
Pair 23	X23 - Y23	4,05	4,15	-1,337	,183	Quality as expected
Pair 24	X24 - Y24	3,74	3,94	-2,625	,009	Quality does not meet expectations



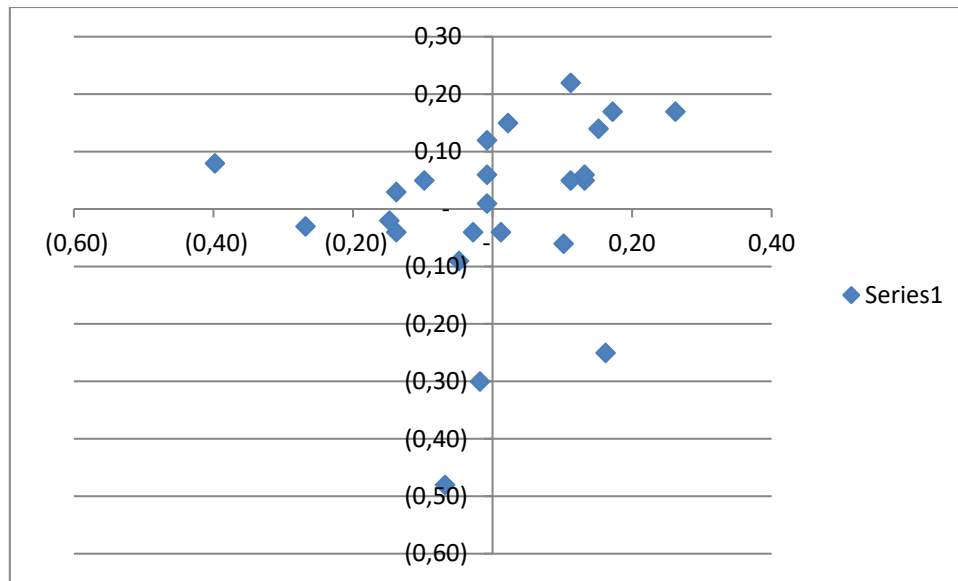
Based on the t-test, it is obtained: there are 11 variables the quality of the service has not met expectations, there are 3 variables the quality of service has met expectations, and there are 10 variables as expected.

Based on the actual average value of service quality and the expected value of service quality, the data is processed for further analysis using the Important Performance Analysis (IPA) diagram. The calculation results for the IPA is in table-5.

**Table 5.** Computation results for Important Performance Analysis.

	Actual	Average	Delta-x		Expected	Average	Delta-y	Quadrant
X1 - Y1	3,48	3,88	(0,40)		4,06	3,98	0,08	A
X2 - Y2	3,61	3,88	(0,27)		3,95	3,98	(0,03)	C
X3 - Y3	4,04	3,88	0,16		3,73	3,98	(0,25)	D
X4 - Y4	3,86	3,88	(0,02)		3,68	3,98	(0,30)	C
X5 - Y5	3,81	3,88	(0,07)		3,5	3,98	(0,48)	C
X6 - Y6	4,01	3,88	0,13		4,03	3,98	0,05	B
X7 - Y7	4,14	3,88	0,26		4,15	3,98	0,17	B
X8 - Y8	3,99	3,88	0,11		4,03	3,98	0,05	B
X9 - Y9	3,85	3,88	(0,03)		3,94	3,98	(0,04)	C
X10 - Y10	4,01	3,88	0,13		4,04	3,98	0,06	B
X11 - Y11	3,99	3,88	0,11		4,2	3,98	0,22	B
X12 - Y12	3,78	3,88	(0,10)		4,03	3,98	0,05	A
X13 - Y13	4,03	3,88	0,15		4,12	3,98	0,14	B
X14 - Y14	3,98	3,88	0,10		3,92	3,98	(0,06)	D
X15 - Y15	3,89	3,88	0,01		3,94	3,98	(0,04)	D
X16 - Y16	3,74	3,88	(0,14)		4,01	3,98	0,03	A
X17 - Y17	3,87	3,88	(0,01)		4,04	3,98	0,06	A
X18 - Y18	3,87	3,88	(0,01)		4,1	3,98	0,12	A
X19 - Y19	3,83	3,88	(0,05)		3,89	3,98	(0,09)	C
X20 - Y20	3,73	3,88	(0,15)		3,96	3,98	(0,02)	C
X21 - Y21	3,87	3,88	(0,01)		3,99	3,98	0,01	A
X22 - Y22	3,9	3,88	0,02		4,13	3,98	0,15	B
X23 - Y23	4,05	3,88	0,17		4,15	3,98	0,17	B
X24 - Y24	3,74	3,88	(0,14)		3,94	3,98	(0,04)	C
Sum	93,07				95,53			
Average	3,877917				3,980417			

Based on the results of the IPA calculation, 6 variables are located in quadrant A, so these 6 variables are the top priority, 8 variables in quadrant B, are variables that must be maintained, 7 variables in quadrant C which are low priority variables and 3 variables in quadrant D, which are variables that have over-performed. The quadrants of these variables are illustrated in figure 2.



**Figure 2.** Quadrant of Important Performance Analysis

Based on the results of the t-test and IPA analysis, they can be summarized in table 6.

**Table 6.** Matrix t-test results and Important Performance Analysis (IPA)

No.	Physical Evidence	Quadrant	Interpretation	IPA Result
1	The hotel has modern equipment, is visually attractive and comfortable	A	Quality does not meet expectations	top priority
2	Hotel employees look neat	C	Quality does not meet expectations	low priority
3	The hotel is equipped with a computerized database system	D	Quality meets expectations	over-performed
4	The hotel is equipped with a cooling system (AC)	C	Quality meets expectations	low priority
5	Lobby and cafe space are pleasant	C	Quality meets expectations	low priority
<b>Reliability</b>				
6	When hotels promise to do something with a certain time, they do it	B	Quality as expected	be maintained
7	When visitors have a problem, the hotel shows genuine interest in solving it	B	Quality as expected	be maintained
8	The hotel did the right service the first time	B	Quality as expected	be maintained
9	Services are provided when the hotel promises to do so	C	Quality as expected	low priority
10	There was no record of errors during service	B	Quality as expected	be maintained
<b>Responsiveness</b>				
11	Employees notify visitors when services will be performed	B	Quality does not meet expectations	be maintained
12	Employees provide fast service to visitors	A	Quality does not meet expectations	top priority
13	Employees are willing to help visitors	B	Quality as expected	be maintained
14	Employees have no reason to be busy responding to visitor requests	D	Quality as expected	over-performed
<b>Assurance</b>				
15	Employee behavior instills trust in visitors	D	Quality as expected	over-performed
16	Visitors feel safe and comfortable while at the hotel	A	Quality does not meet expectations	top priority
17	Employees are always polite	A	Quality does not meet expectations	top priority





18	Employees have the knowledge to answer visitor questions	A	Quality does not meet expectations	top priority
19	Employees serve kindly	C	Quality as expected	low priority
20	Employees serve satisfactorily	C	Quality does not meet expectations	low priority
21	Employees serve competently	A	Quality does not meet expectations	top priority
<b>Empathy</b>				
22	Employees give individual attention to visitors	B	Quality does not meet expectations	be maintained
23	Employees understand the specific needs of visitors	B	Quality as expected	be maintained
24	Employees serve with heart	C	Quality does not meet expectations	low priority

From table-6 above, it will be seen clearly the relationship between variables that do not meet expectations, which are in line with expectations and those that have met expectations with the quadrant of IPA, which is summarized in table 7.

**Table 7.** Resume of analysis

	A	B	C	D
	Top Priority	Be Maintained	Low Priority	over-performed
Quality does not meet expectations	6	2	3	
Quality as expected		6	2	2
Quality meets expectations			2	1

Of the 24 service quality variables examined, the 11 variables whose quality did not meet expectations were divided into 6 main priority variables, 2 maintained variables and 3 low priority variables. Of the 10 variables whose quality is as expected, 6 variables are maintained, 2 variables are a low priority and 2 variables have been overestimated. For 3 variables whose quality has met expectations, 2 low priority variables and 1 overestimated variable. With the resume of the analysis in Table 5 and Table 6, it is clear that actions must be taken by the hotel management to improve and increase the quality of hotel services.

## Conclusions

Of the 11 variables that did not meet expectations, only 6 variables were the top priority, There are 10 variables that match expectations, which are not the main priority, and 3 variables that have met expectations, also none of which are the top priority. Thus the X hotel management, only need to concentrate on 6 variables which are the main priority as indicated in this study.

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