

# ANALYSIS OF SERVICE QUALITY ON CUSTOMER SATISFACTION IN THE SAFA SHOECARE SHOE CLEANING BUSINESS

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## Abstract

In the current era of globalization where the human lifestyle is increasingly modern, changes in the increasingly modern human lifestyle have also changed various aspects of supporting human life. This research is motivated by the Safa Shoecare Shoe Washing Business which is experiencing problems with service quality that makes customers less satisfied with the quality of service provided. This is thought to have occurred because the company has not been optimal in providing maximum service to consumers. This study aims to determine the analysis of service quality on customer satisfaction at Safa Shoecare by involving 90 people who became respondents in data collection processed using SPSS Version 28. Based on the calculation of the Slovin formula, data collection was carried out through questionnaires and interviews and data processing was carried out by tabulation and scoring for data analysis methods using descriptive analysis, Important Performance Analyze method.

Based on the results, the overall average value of the 5 indicators described in 20 statement items is 87.7%, then for the highest average per indicator lies in the reliability indicator with a percentage of 88.6%, while for the lowest average per indicator there is an indicator of physical evidence with a percentage of 82.6%. Based on the calculation of the level of conformity, the result is 102.87% which indicates that the level of conformity between performance and expectations is above 100%, this shows that the quality of service provided by Safa Shoecare is in accordance with consumer expectations. Based on the results of Importance Performace Analysis or IPA, the indicator of physical evidence (Tangible) with the attribute The decoration of the place is made attractive and the completeness of Safa shoecare facilities. Responsiveness with attributes Safa Shoecare employees are quick and responsive in responding to customer complaints, empathy (Emphaty) with attributes Safa Shoecare employees ensure the completeness of consumer orders, Assurance with attributes Safa Shoecare employees' ability to build trust with consumers. This attribute is in quadrant A (top priority), this certainly needs to be a concern for the owner of Safa Shoecare to evaluate and improve service quality in order to be able to provide the satisfaction expected by consumers.

**Keyword:** service quality; customer satisfaction

## 1. Introduction

In the current era of globalization where human lifestyles are increasingly changing *modern*, changes in increasingly modern human lifestyles have also changed various aspects of supporting human life such as clothing, food and shelter. One aspect of human life that is developing quite rapidly is the need for clothing (clothing). In the modern human era, trends in lifestyle *modern* How you dress can reflect a person's social status, both in the environment and in the group. Development *trend fashion* which always changes every year, also influences industry players operating in the world of fashion to always follow existing trends but still meet consumer needs.

One of the inner sectors *fashion* What is experiencing significant development is the shoe industry. Shoes are currently in great demand by various age groups, not only as footwear but also as part of *mode, Style, And trend*. In the past, sneakers were more often worn for sports, but now many people consider them a collection item. This trend is also reinforced by the increasing popularity of streetwear which has become an inspiration for everyday style and fashion (Kartika, 2023). This has led to increased consumption of shoe shopping in countries around the world. The following is shoe consumption data in ten countries from 2019 to 2020.

Table 1.1 Total shoe consumption in the top 10 countries in 2018-2020.

Country	<i>World Share</i>	<i>World share</i>	<i>World share</i>
	2018	2019	2020
CHINA	18.4%	18.7%	14.5%
INDIA	11.7%	11.6%	8.9%
dear	10.7%	10.9%	8.4%
INDONESIA	4.3%	4.5%	3.4%
BRAZIL	3.8%	3.7%	2.9%

Source: Secondary Data processed 2021.

Between 2018 and 2019, shoe consumption in Indonesia represented 4.3% and 4.5% of total global shoe consumption, respectively. However, in 2020, global shoe consumption declined significantly due to the Covid-19 pandemic, with Indonesia experiencing a reduction of 3.4%. Despite this decline, the growing global population presents a continuous opportunity for increased shoe consumption, particularly as the Covid-19 pandemic subsides. This is especially relevant in Indonesia, which has a large population and climatic conditions that often lead to shoes becoming dirty, odorous, or faded quickly.

Currently, numerous shoe care businesses have emerged across various cities, ranging from small to large-scale operations. One of the prominent shoe care businesses in Bogor is Safa Shoecare, which operates in the service sector, providing convenient pick-up and delivery services for its customers. Established in 2017 and located at Jalan Cidangiang, Pakuan, Bogor 16144, Safa Shoecare is strategically positioned to cater to its target consumers, including employees and students in the area. Below are some notable shoe care businesses and the services they offer in Bogor.

Table 1.2 List of Names *Shoescare* and Types of Services Offered in the Bogor Region.

1	Holykickz	Deep clean Fast clean Repaint Unyellowing	Rp. 35,000 Rp.20,000 Rp.80,000 Rp. 50,000	2-3 Days 1-2 Days 4-5 Days 3-4 Days
2	Sapatocare	Deep clean Fast clean Repaint Unyellowing	Rp. 45,000 Rp. 40,000 Rp. 100,000 Rp. 30,000	2 days 1-2 Days 5 Days 3-4 Days
3	DRMWN wash shoe	Deep clean Fast clean Repaint Unyellowing	Rp.65,000 Rp. 40,000 Rp. 130,000 Rp. 70,000	2-3 Days 1-2 Days 4 Days 3 days
1	Holykickz	Deep clean Fast clean Repaint	Rp. 35,000 Rp.20,000 Rp.80,000	2-3 Days 1-2 Days 4-5 Days

		Unyellowing	Rp. 50,000	3-4 Days
4	Safa Shoecare	Deep clean Fast clean Repaint Unyellowing Custom	Rp. 50,000 Rp. 30,000 Rp.100,000 Rp.50,000 Rp. 300,000	2-3 Days 1-2 Days 4 Days 3 days 7 Days
5	Shoe and Care Bogor	Deep clean Fast clean Repaint Unyellowing	Rp. 75,000 Rp. 40,000 Rp. 150,000 Rp. 70,000	2-3 Days 1-2 Days 6 Days 4 Days

Source: Secondary Data processed 2021.

The fluctuating number of Safashoecare consumers is also caused by the responses of Safashoecare consumers regarding the quality of service provided by Safashoecare which does not meet consumer expectations with several consumer responses being dissatisfied with Safashoecare services. The following is data on consumer responses regarding Safashoecare services.

1.1 Table 1.4 Consumer Responses Regarding the Quality of Service at Safashoecare

No	Jenis Keluhan	Jenis Responden				Jumlah Responden
		SS	S	TS	STS	
1	Kebersihan pencucian sepatu sesuai dengan harapan konsumen	11	18	1	0	30
2	Estimasi treatment sesuai dengan lama pengerjaan	7	19	4	0	30
3	Terjadinya komponen sepatu yang tertukar	2	22	3	3	30
4	Packaging Safa Shoecare berbeda dengan shoes and care lainnya	4	18	7	1	30
5	Kelengkapan kontak Safa Shoecare (Instagram, facebook, line, website dan whatsapp)	5	19	5	1	30
6	Keramahan admin Safa Shoecare dalam melayani konsumen	8	21	1	0	30
7	Safa Shoecare melayani pengambilan dan pengantaran sepatu ke rumah khusus daerah Bogor	9	15	5	1	30

Source: Secondary Data, Safa shoecare, 2020.

Some consumers have expressed dissatisfaction with the quality of service provided by Safa Shoecare, indicating that it has not been delivered effectively and optimally. Therefore, improving service quality is essential, as maintaining high service standards is critical in the service industry to sustain operations, retain existing customers, and attract new ones. Based on this context, service quality can be defined as all activities undertaken by a company to fulfill consumer expectations, with consumer satisfaction being a vital aspect of marketing efforts. (Mentari et al., 2020). Based on the description above, the author is interested in conducting research entitled "**Analysis of Service Quality on Consumer Satisfaction in the Safa Shoecare Shoe Washing Business**".

## 2. Literature Review

### 2.1 Theory

According to Fandy Tjiptono, service quality is oriented towards meeting customer needs and desires, while ensuring appropriate service delivery in line with consumer expectations (Lukita et al., 2020).

According to Lupiyoadi, service quality has an asymmetric impact on customer satisfaction; Bad service tends to have a more significant effect on satisfaction compared to good service (Suhendra & Yulianto, 2017). According to Kotler and Keller, there are five main dimensions that need to be fulfilled as indicators of service quality, namely: "Tangible, Empathy, Reliability, Responsiveness, and Assurance (Irawan, 2020).

Consumer satisfaction is an emotional evaluation made by consumers after using a product, where their expectations and needs are deemed to have been met (Premayani & Yoga, 2019). Satisfaction is a response or reaction that appears after someone uses a service (Armadi et al., 2019). According to Kotler & Armstrong, consumer satisfaction is an emotional response of pleasure or disappointment resulting from the difference between expected and actual product performance (Hardini et al., 2022). Service quality is the key in maintaining consumers so as to create satisfaction in consumers who ultimately become loyal to use the services offered by Safa Shoecare. Loyal consumers are individuals who consistently repurchase products or services, use various product lines, recommend them to others, and remain loyal despite offers from competing companies (Mentari et al., 2020). Service quality is very difficult for competitors to imitate, because it is not a real thing. Service quality is difficult for competitors to imitate because it is intangible and depends on customer interaction and experience (Muharam & Adrian, 2017). consumer satisfaction is an emotional evaluation made by consumers after using a product, where their expectations and needs are fulfilled. (Premayani & Yoga, 2019). Good service quality will have a positive effect on consumer satisfaction. This is also supported by previous research conducted by Juvetino Agenes Soares (2019) This study examines the impact of service quality on consumer satisfaction, showing a positive relationship between the two. Consumer satisfaction increases as companies meet consumer expectations by delivering high-quality services. By focusing on factors influencing satisfaction, companies can build stronger relationships and better understand consumer needs. Service quality reflects the gap between expectations and performance; if expectations exceed actual performance, dissatisfaction arises. The research framework is illustrated as follows:

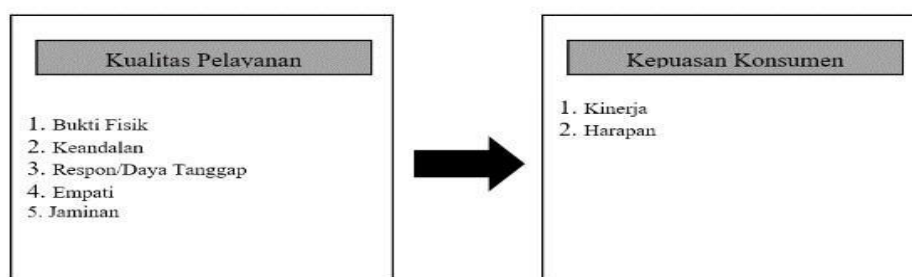


Figure 2.2 Consolidation of thoughts

### 3. Material and Method

#### 3.1 Types of Research

The type of research used in this research is descriptive research with survey research methods. Based on the type of research intended, according to Sugiyono, the descriptive method is a type of research that aims to answer questions related to the existence of

independent variables, be it one variable or more, without looking at the relationship between variables (Nuraeni & Suryawardani, 2017). This research was conducted to determine the value of the independent variables, namely service quality and the dependent variable consumer satisfaction. This research is viewed from the data collection method, namely using the survey method. This method is carried out in direct observation of a symptom in a large or small population.

### 3.2 Objects, Units of Analysis, and Research Locations

This study focuses on variables outlined in the research title. The independent variables include physical evidence, reliability, responsiveness, assurance, and empathy, while the dependent variables are performance and expectations. The analysis unit is individual consumers of Safa Shoecare. The research was conducted at Jl. Cidangian RT/RW 02/06, Pakuan, Central Bogor, West Java, where Safa Shoecare operates in the shoe cleaning service industry.

### 3.3 Data types and sources

The type of data used in this research is quantitative data. The type of qualitative data obtained is data obtained from observations, interviews, responses and descriptions or explanations of the variables being studied. Meanwhile, quantitative data is data regarding quantities, levels, comparisons, volumes, in the form of figures obtained from the company

#### 3.3.1 Operational Variables

Variable	Indicator	Size	Scale
	<b>Physical evidence</b>	The decoration of the place is made attractive and the Safa shoecare facilities are complete	
		Means adequate (parking space, prayer room, toilets and other facilities)	
		Employee appearance and cleanliness	
		Equipment looks complete and neat	
		The decoration of the place is made attractive and the Safa shoecare facilities are complete	
	<b>Reliability</b>	Shows his seriousness in solving customer problems	
		Speed and accuracy in handling shoe treatment according to customer orders.	
		Provide service good the first time.	
	<b>Response/responsiveness</b>	Safa Shoecare employees are quick and responsive in welcoming consumers. in serving consumers	
		Safa Shoecare employees can provide accurate information related to consumer needs.	

		Safa Shoecare employees are quick and responsive in responding to customer complaints	
		Safa shoecare employees have been trained to deal with work risks and meet Safa shoecare service standards	
	<b>Empathy</b>	Safa Shoecare employees are able to communicate the best with all consumers.	
		Safa Shoecare employees ensure whether consumer orders are complete or not	
		Safa Shoecare employees apologize when a service error occurs	
		Safa Shoecare employees know the type of service consumers want	
	<b>Guarantee</b>	Safa Shoecare employees provide guarantees to consumers in the event of damage to shoes	
		Safa Shoecare employees provide guarantees to consumers in the event of damage to shoes	
		Safa Shoecare employees provide guarantees to consumers in the event of damage to shoes	
		Safa Shoecare employees provide guarantees to consumers in the event of damage to shoes	
<b>Consumer Satisfaction</b>	<b>Performance</b>	Company performance in providing excellent service	
	<b>Hope</b>	Conformity between expectations and reality in service	

### 3.4 Sampling Method

Sampling method In this research, to determine the number of samples to be taken according to the criteria listed above which aims to find the sample size of the population, the researcher uses the formula *Slovin* with an error rate of 10%. Those who will be studied as samples in this research are 584 consumers at Safa Shoecare in 2021. To determine the sample size, the Slovin formula is used as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

N= Number of population

n= Number of samples

$e^2$ = Error or critical value or desired accuracy limit, or % error or error rate that can be tolerated, namely, 1%, 5%, 10%.

$$n = \frac{N}{1 + (e)^2} = \frac{584}{1 + 584(0,1)^2}$$

$$= 85.38 \text{ rounded to } 90 \text{ respondents}$$

Based on sample calculations using the Slovin formula with an error rate of 10%, we obtained 85.38 respondents which were then rounded up to 90 people. In this research, the sampling technique used is *Purposive Sampling*, According to Sugiyono, non-probability

sampling is a sample selection technique where each element or member of the population does not have the same chance of being selected as a sample (Mariansyah & Syarif, 2020). In this research, the author samples were taken by paying attention to certain special characteristics that were appropriate based on the research objectives and were expected to answer the research problems.

1. The samples are consumers who have used services at Safa Shoecare
2. The samples are new consumers or those who have used services at Safa Shoecare
3. The sample was willing to be part of the respondents for this research

### 3.5 Data collection methods

The data collection method used in this research was carried out by:

#### 1. Primary Data

Primary data was collected through interviews with relevant parties to gather necessary information and questionnaires distributed to respondents to obtain written responses.

#### 2. Secondary Data

Secondary data was sourced from literature reviews, including books, journals, and online media, such as mass media or official websites, to provide a theoretical foundation for studying product quality and purchasing decisions.

### 3.6 Validity and Reliability Test Validity Test

According to Sugiyono, validity shows the level of match between the data that actually occurs on the research object and the data reported by the researcher (Ardista, 2021). The formula for testing validity is as follows:

$$r_{hitung} = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{\{n \cdot \sum x^2 - (\sum x)^2\} \cdot \{n \cdot \sum y^2 - (\sum y)^2\}}}$$

Information:

r = Correlation coefficient

$\sum XY$  = Number of products of x and y

$\sum X$  = Total number of variables x

$\sum Y$  = Total number of y variables

$\sum X^2$  = The sum of the squares of the values of the variable x

$\sum Y^2$  = The sum of the squares of the values of the variable y

n = Number of samples

Test criteria are:

If  $r_{hitung} > r_{tabel}$  then it can be said to be valid.

If  $r_{hitung} < r_{tabel}$  then it can be said to be invalid.

The validity test is used to measure whether a test tool is valid or not, namely a questionnaire. Validity measures the accuracy of questions. Questions used in the questionnaire. The research used the SPSS 23 program. The significance level used was 10%. The decision is made if  $r_{hitung} > r_{tabel}$  then the items in the question are valid. Meanwhile, if  $r_{hitung} < r_{tabel}$  then the items from the questions on the questionnaire are declared invalid.

### 3.7 Reliability Test

Testing the reliability of the questionnaire in this study used the method *Cronbach's Alpha*. This research data processing uses SPSS 28 with the provision that variables are said to be reliable if they provide a value *Cronbach Alpha* > 0.60. The reliability test uses 20 indicators which are described through a statement instrument and then calculated using *software* SPSS 28. Based on the results of data processing, the reliability test can be seen in the following table:

The formula used to test reliability is as follows:

$$r_i = \frac{K}{(K-1)} \left\{ 1 - \frac{\sum s_i^2}{\sum s_x^2} \right\}$$

Information:

$r_i$  = Reliability Value.  $k$  = Number of items.

$\sum S_i^2$  = Total variance of each score.

$s_x^2$  = Varians total.

### 3.8 Descriptive Analysis

Descriptive analysis is used to identify consumer characteristics at Safa Shoescare. Descriptive analysis is carried out by describing in as much detail as possible the data obtained as it is, by carrying out data collection activities, grouping data, determining statistical values and functions, as well as making graphs, diagrams and pictures. without intending to draw conclusions that apply to the general public.

$$= \frac{\text{Total Tanggapan Responden} \\ \text{Skor Total Jawaban Responden}}{\text{Skor Tinggi Responden}} \times 100 \%$$

As for the scale used to regulate the attitudes, opinions or perceptions of a person or group when filling out a questionnaire, the researcher uses a scale *Liked*. According to Sugiyono, *Likert scale* used to measure attitudes, views and perceptions of individuals or groups regarding social phenomena (Pratiwi S, B., & Ristanti, 2022).

After calculate the respondent's responses, then calculate the average value of the index of the independent variable and the dependent variable to find out how the variables are.

Response Respondent used for know "How Quality of Service at Safa Shoescare and the following is the questionnaire assessment scale:

Table 3.3 Questionnaire Assessment Criteria

No	Scale(%)	Interpretation Variable Quality Service	Interpretation Variable Satisfaction Consumer
1	0 – 19	Absolutely No Good	Very Low
2	20 – 39	Not good	Low
3	40 – 59	Less Good	High enough
4	60 – 79	Good	High
5	80 – 100	Very good	Very high

Source: Sugiyono, 2017

### 3.9 Method Importance Performance Analysis. (VIOLENCE)

The imi method is intended as a framework for understanding customer satisfaction as a function of level of importance (*expectation Importance*) related to an attribute and customer assessment of performance. In *Importance Performance Analysis. (IPA)* There are 2 calculations as follows:

1. The level of conformity is the result of a comparison between the performance or implementation score and the importance score according to Supranto, Measurement level suitability (Tki) (A. Suhendra & Prasetyanto, 2016) uses the following formula:

$$Tki = \frac{Xi}{Yi} \times 100\%$$

Information:

Tki : level of suitability of the respondent

Xi : shoes assessment of service quality performance

Do : consumer expectation assessment score

Satisfaction occurs if the performance value (X) is greater than the expected value (Y), so the following criteria can be created:  $> 100 (X > Y) =$  Consumers are satisfied

$< 100 (X < Y) =$  Consumers are not satisfied

### 2. Cartesian diagram

A Cartesian diagram is a shape divided into parts bounded by 2 lines that intersect perpendicularly at the point (X,Y). This step is to describe the variables into a Cartesian diagram based on an assessment of the reality on the ground and consumer expectations. A Cartesian diagram is a shape divided into four parts bounded by two lines that intersect perpendicularly at the point (X,Y). The X axis (horizontal) is perception and the Y axis

(vertical) is consumer expectations of service quality. To calculate the average score the formula used is Supranto 2015):

$$\bar{X} = \frac{\sum Xi}{n} \quad \bar{Y} = \frac{\sum yi}{n}$$

Remarks:

$\bar{X}$  = average score of perceived service quality

$\bar{Y}$  = average service quality expectation score

$X_i$  = service quality perception score for Pondok Alam Glenmore Cafe

$Y_i$  = service quality expectation score at Pondok Alam Glenmore Cafe

$n$  = number of respondents

The formula used to map dimensions into a Cartesian diagram is:

$$X = \frac{\sum i^{N=1} xi}{k} \quad Y = \frac{\sum i^{N=1} yi}{k}$$

Information :

$x$  = The average of the service quality level scores for implementing all attributes.

$y$  = Average of expected level scores for all attributes.

$K$  = Number of attributes that influence satisfaction

Once the results are known, the results are mapped onto a Cartesian diagram. Once the results are known, the results are mapped into a Cartesian diagram, with the following picture:

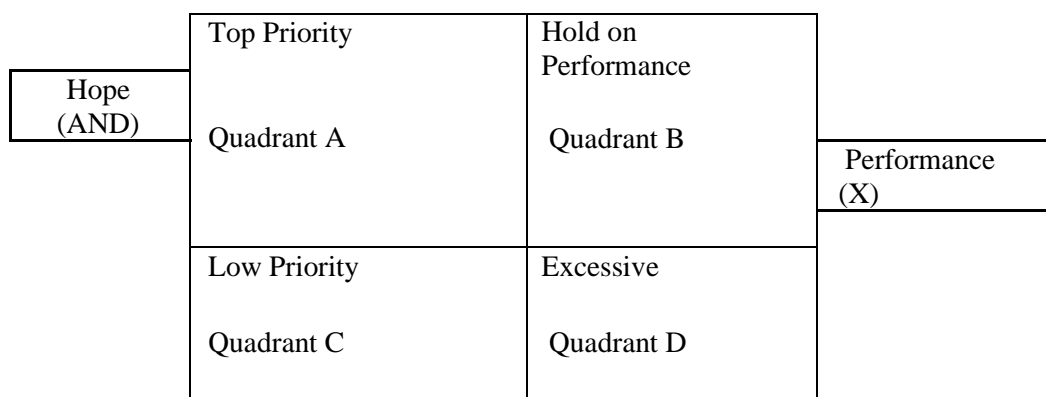


Figure 3.1. Cartesian diagram

Below is an explanation of each quadrant of the Cartesian diagram as follows:

a. Top priority (*Concentrate Here*)

In this quadrant there are attributes that are considered important or expected by consumers, but the company's performance is considered unsatisfactory, so the company needs to concentrate on allocating its resources to improve performance that falls into this quadrant.

b. Maintain Achievements (*Keep Up The Good Work*)

In this quadrant there are important attributes that are considered very important and the company has carried out its performance well so that the company is obliged to maintain this performance achievement.

c. Low Priority (*Low Priority*)

In this quadrant there are attributes that are considered to have a low level of perception or actual performance and are not very important and are highly expected by customers so that the company does not need to pay more attention to these attributes.

d. Excessive (*Possibly Overkill*)

In this quadrant there are attributes that are considered not very important and are not really expected by customers or consumers so that the company is better off allocating existing resources for these factors to other factors that have a higher priority level.

#### 4. Results and Discussion Validity test

The method used to test validity in this research is *product moment* to calculate validity with a significance level of 10% ( $\alpha= 0.10$ ) df (n-2) the number of respondents tested is 30, df (30-2 = 28) then compared with the r value<sub>table</sub> of 0.361. Test the validity of the service quality and consumer satisfaction variables using a total of 20 indicators which are described through statement instruments and then calculated using *software* SPSS 28. Based on the results of these calculations, the validity test of the statement instrument can be seen in the following table: Service Quality

No Item	Corrected item-Total correlation	r <sub>table</sub>	Information
1	.505**	0.361	Valid
2	.707**	0.361	Valid
3	.704**	0.361	Valid
4	.740**	0.361	Valid
5	.615**	0.361	Valid
6	.664**	0.361	Valid
7	.744**	0.361	Valid
8	.680**	0.361	Valid
9	.791**	0.361	Valid
10	.566**	0.361	Valid
11	.784**	0.361	Valid
12	.608**	0.361	Valid
13	.608**	0.361	Valid
14	.451*	0.361	Valid
15	.476**	0.361	Valid

16	.817**	0.361	Valid
17	.643**	0.361	Valid
18	.789**	0.361	Valid
19	.815**	0.361	Valid
20	.598**	0.361	Valid

Table 4.1 Pre Test Validity Test of Service Quality Variables

Source: The data results were processed using SPSS Version 28.0

Based on the table above, the results of trials on detailed statements of service quality variables for 30 respondents show that of the five indicators including, Physical Evidence, Reliability, Responsiveness, Guarantee, Empathy, there are 20 statements and all statement items are declared valid with coefficients.  $r_{count} > r_{table}$  or  $r > 0.3061$ .

#### 4.1 Reliability test

Testing the reliability of the questionnaire in this study used the Cronbach's Alpha method. This research data processing uses SPSS 28 with the condition that variables are said to be reliable if they provide a Cronbach Alpha value  $> 0.60$ . The reliability test uses 20 indicators which are described through statement instruments and then calculated using SPSS 28 software.

Indicators/Statement Items	Accept the Response in %	Rate-rate Perdicate or %
<b>Physical Evidence</b>		
The decoration of the place is made attractive and the Safa shoecare facilities are complete	86.6	85.8
Adequate facilities (parking space, prayer room, toilets and other facilities)	87.3	
Employee appearance and cleanliness	86.8	
Equipment looks complete and neat	82.6	
<b>Reliability</b>		
Shows his seriousness in solving problems surname	93.1	88.6
Speed & accuracy in handling shoe treatment according to customer orders	88.8	
Provide good service the first time	88.6	
Safa shoecare employees are quite competent in serving consumers	84	

Based on the results of data processing, the reliability test can be seen in the following table:

#### 4.2 Reliability Statistics

Cronbach's Alpha	N of Items
0.895	20

Table 4.2 Reliability Test Results

Source: Data processed using SPSS Version 28.0

Based on the results of data testing, it can be seen from the table above that the results of the service quality variable reliability test using five indicators are described in 20 statements and all instruments are stated to have a high level of reliability. *cronbach's Alpha*  $\geq 0,60$  . **Descriptive Analysis of Service Quality on Safa Shoecare Consumer Satisfaction**

Aims to describe and obtain an in-depth and detailed picture objectively regarding the level of service quality towards customer satisfaction at Safa Shoecare in the form of statements in the questionnaire, the results of the respondents' answers include the choices very good, good, quite good, not good to very bad.

This analysis aims to determine the position of perceptions and expectations expressed by consumers regarding the quality of service from Safa Shoecare. This analysis can also be used to identify steps for improvement by increasing the quality of service at Safa Shoecare. In this section, we will discuss the mapping of performance values (X) and expectations (Y), from these results a matrix will be formed consisting of four quadrants, each of which describes the priority scale for maintaining company performance. The following is performance data and consumer expectations for Safa Shoecare:

No	Indicators/Statement Items	Accept the Response in %	Rate-rate Percidate or %
3	<b>Responsiveness</b>		
	Shows his seriousness in solving problems surname	89.3	88.6
	Speed & accuracy in handling shoe treatment according to customer orders	90.8	
	Provide good service the first time	84	
	Safa shoecare employees are quite competent in serving consumers	86.6	
	<b>Empathy</b>		
	Safa Shoecare employees are able to communicate the best with all consumers	87.1	87.4
	Safa Shoecare employees ensure whether the order is complete or not consumer	86.2	
	Safa Shoecare employees apologize when a service error occurs	88.6	
	Safa Shoecare employees know the type of service consumers want	87.7%	
	<b>Guarantee</b>		

	Safa Shoecare employees provide guarantees to consumers in the event of damage to shoes	85.1	87.2
	Employee skills are in accordance with the standards of treatment provided	90	
	Guarantee of security for consumers and estimates of treatment work as promised	86.8	
	The ability of Safa Shoecare employees builds trust in consumers	86.8	
	Rate-rate		87.3

Table 4.23 Recapitulation Results and Average Respondent Answers Regarding Service Quality Source: Data Processed 2022

Based on the table above, it is known that the overall average value of the 5 indicators described in the 20 statement items is 87.3%. The highest indicator average is in the reliability indicator with a percentage of 88.6%, while the lowest average is in the physical evidence indicator dimension of 88.6%. 85.8%. Based on the recapitulation results and the average consumer answers regarding the quality of service at Safa Shoecare is quite good, however, there are some consumers who report that the decoration of the place is less attractive, the equipment is less neat and less complete, Safa Shoecare employees are less competent in serving consumers., Safa shoecare employees are not quick and responsive in handling consumer complaints, Safa shoecare employees are poorly trained in meeting the standards of Safa shoecare servers, the lack of thoroughness of Safa shoecare employees in ensuring the completeness of consumer orders, the lack of consumer trust about the damage guarantee and estimation provided by Safa shoecare is lacking the ability of Safa shoecare employees to build consumer confidence.

### Level of Consumer Satisfaction at Safa Shoecare

The level of conformity aims to determine the level of conformity between high performance scores or consumer expectations. In this research, the results of the comparison of performance scores with consumer expectation scores at Safa Shoecare and these results will determine whether they are satisfied or not satisfied with the level of performance. The following are the results of calculating the level of consumer satisfaction:

No	Indikator/Butir Pernyataan	Penilaian Kinerja	Penilaian Harapan	TKI %	Tingkat Kepuasan
1	<b>Bukti Fisik</b>				
	Dekorasi tempat dibuat menarik dan kelengkapan sarana Safa shoecare	390	392	99.49	Tidak Puas
	Sarana yang memadai (tempat parkir, mushola, toilet dan sarana lainnya)	393	397	98.99	Tidak Puas
	Penampilan karyawan dan kebersihan	391	373	104.83	Puas
	Peralatan Terlihat lengkap dan rapih	372	339	109.73	Puas

No	Indikator/Butir Pernyataan	Penilaian Kinerja	Penilaian Harapan	TKI %	Tingkat Kepuasan
2	<b>Kebhandalan</b>				
	Menunjukkan kesungguhannya dalam menyelesaikan masalah pelanggan	419	395	106.08	Puas
	Kecepatan & ketepatan dalam menangani treatment sepatu sesuai dengan pesanan konsumen	400	370	108.11	Puas
	Memberikan layanan yang baik saat pertama kali	399	341	117.01	Puas
	Karyawan Safa shoecare cukup kompeten dalam melayani konsumen	378	380	99.47	Tidak Puas

No	Indikator/Butir Pernyataan	Penilaian Kinerja	Penilaian Harapan	TKI %	Tingkat Kepuasan
3	<b>Daya Tanggap</b>				
	Karyawan Safa Shoecare cepat & tanggap dalam menyambut konsumen	402	397	101.26	Puas
	Karyawan Safa Shoecare dapat memberikan informasi yang akurat terkait dengan kebutuhan konsumen	409	396	103.28	Puas
	Karyawan Safa Shoecare cepat dan tanggap dalam menanggapi keluhan pelanggan	378	399	94.74	Tidak Puas
	Karyawan Safa shoecare terlatih dan memenuhi standar	390	373	104.56	Puas
4	<b>Empati</b>				
	Karyawan Safa Shoecare mampu berkomunikasi yang terbaik kepada seluruh konsumen	402	397	101.26	Puas
	Karyawan Safa Shoecare memastikan lengkap tidaknya pesanan konsumen	409	396	103.28	Puas
	Karyawan Safa Shoecare meminta maaf saat terjadi kesalahan pada pelayanan	378	399	94.74	Tidak Puas
	Karyawan Safa Shoecare mengetahui jenis pelayanan diinginkan konsumen	390	373	104.56	Puas

No	Indikator/Butir Pernyataan	Penilaian Kinerja	Penilaian Harapan	TKI %	Tingkat Kepuasan
5	<b>Jaminan</b>				
	Karyawan Safa Shoecare memberikan jaminan kepada konsumen apabila terjadi kerusakan pada sepatu	383	378	101.32	Puas
	Keahlian karyawan sesuai dengan standar treatment yang di berikan	405	401	101.00	Puas
	Jaminan rasa aman terhadap konsumen serta estimasi pengerjaan treatment sesuai yang dijanjikan	391	370	105.68	Puas
	Kemampuan karyawan Safa Shoecare membangun kepercayaan kepada konsumen	391	389	100.51	Puas
	Total	7865	7646	2060.76	
	Rata-rata	393.3	382.3	103.04	Puas

Source: Data processed 2022

Based on the table above, it can be seen that the overall level of conformity between performance and consumer expectations for Safa Shoecare is as follows:

$$Tki = \frac{Xi}{Yi} \times 100\%$$

Information :

Tki : level of suitability of the respondent

Xi: service quality performance assessment score

7.1 Yi: assessment score consumer expectations

$$Tki = \frac{7865}{7646} \times 100\%$$

$$Tki = 102.87\%$$

The conformity level calculation resulted in 102.87%, indicating that Safa Shoecare's service quality meets consumer expectations, showing general satisfaction. However, there are areas needing improvement, such as the attractiveness of the decor, completeness of facilities (e.g., parking, prayer room, toilets), and employee responsiveness. These unsatisfactory aspects provide feedback for Safa Shoecare to enhance its services moving forward. unsatisfactory results become evaluation material for Safa Shoecare so that it can be improved again in the future.

### 4.3 Analysis of Service Quality Levels on Consumer Satisfaction Using Safa Shoecare Importance Performance

#### 4.3.1 Analysis. (IPA)

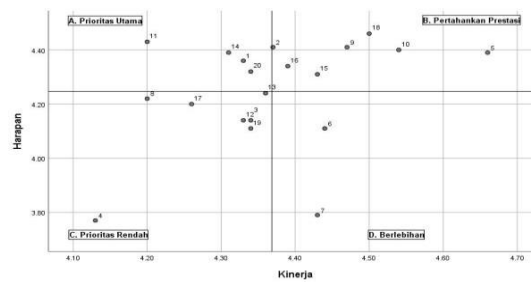
This analysis aims to assess consumer perceptions and expectations regarding the service quality of Safa Shoecare. It also helps identify improvement strategies by enhancing service quality. This section discusses the mapping of performance values (X) and expectations (Y), resulting in a matrix divided into four quadrants, each representing a priority scale for maintaining company performance. Below is the performance and consumer expectation data at Safa Shoecare, which will be used to evaluate the partial significance of the independent variables on the dependent variable.

Table 4.25 Service Quality on Consumer Satisfaction at Safa Shoecare

No	Indicators/Items Statement	Kinder yes (X)	Green pan( AND)	Friends (X)	Ratatarat (Y)
5	Guarantee				
	Safa Shoecare employees provide guarantees to consumers in the event of damage to shoes	383	378	4.26	4.20
	Employee skills are in accordance with the standards of treatment provided	405	401	4.50	4.46
	Guarantee of security for consumers and estimates of treatment work as promised	391	370	4.34	4.11
	Building the capabilities of Safa Shoecare employees trust in consumers	391	389	4.34	4.32
	<b>Total</b>	7865	7646	87.39	84.9 6
	<b>Rate-rate</b>			4.37	4.25

Source: Data processed 2022

To find out the position of each service quality attribute, mapping is carried out starting from performance and expectations on a Cartesian diagram, each quadrant of which can describe the state of each service quality attribute, namely as follows:



Based on this Cartesian diagram, it can be seen that the location of the implementation elements of the factors or attributes that influence Safa Shoecare consumer satisfaction is divided into four parts. The interpretation of the Cartesian diagram can be explained as follows:

#### A. Quadrant A (Top Priority)

This quadrant shows the factors or attributes that are in this quadrant and their handling needs to be prioritized by the company, because the existence of these factors is considered very important by customers, while the level of implementation is still not satisfactory. Indicators included in quadrant A are:

- The decoration of the place is made attractive and the Safa shoecare facilities are complete (1)
- Safa Shoecare employees are quick and responsive in responding to customer complaints (11)
- Safa Shoecare employees ensure whether consumer orders are complete or not (14)
- Safa Shoecare employees' ability to build trust with consumers (20)

#### B. Quadrant B (Maintain Achievement)

This quadrant shows that the factors or attributes in this quadrant need to be maintained, because in general the level of implementation is in accordance with consumer interests and expectations, so that it can satisfy consumers. Indicators included in quadrant B are:

- Adequate facilities (parking space, prayer room, toilets and other facilities) (2)
- Demonstrates seriousness in solving customer problems (5)
- Safa Shoecare employees are quick & responsive in welcoming consumers (9)
- Safa Shoecare employees can provide accurate information related to consumer needs (10)
- Safa Shoecare employees apologize when service errors occur (15)
- Safa Shoecare employees know the type of service consumers want (16)
- Employee expertise in accordance with the standard of treatment provided (18)

### C. Quadrant C (Low Priority)

This quadrant shows that the factors or attributes in this quadrant are considered to be less important for consumers, while the quality of implementation is ordinary or sufficient. The indicators included in quadrant C are:

- Employee appearance and cleanliness (3)
- Equipment looks complete and neat (4)
- Safa shoecare employees are quite competent in serving consumers (8)
- Safa shoecare employees are trained and meet Safa shoecare service standards (12)
- Safa Shoecare employees provide guarantees to consumers in the event of damage to shoes (17)
- Guarantee of security for consumers and estimates of treatment work as promised (19)

### D. Quadrant D (Excessive)

This quadrant shows that the factors or attributes in this quadrant are considered excessive in their implementation, this is mainly because consumers think that the existence of these factors is not very important, but their implementation is carried out very well by the company, so it is very satisfying. The indicators included in quadrant D are:

- Speed & accuracy in handling shoe treatment according to customer orders (6)
- Providing good service the first time (7)

## 5. Conclusions and Suggestions Conclusion

Based on the discussion and analysis in Chapter IV, the following conclusions regarding service quality and its impact on consumer satisfaction can be drawn:

1. The descriptive analysis of service quality, measured using five indicators (*Tangible*, *Reliability*, *Responsiveness*, *Empathy*, and *Assurance*), revealed an overall average score of 86.7%. The highest average score was in the *Reliability* indicator (88.6%), while the lowest was in *Tangible* (82.6%). The highest respondent response was to the statement "Showing seriousness in solving customer problems," with a score of 93.1%, while the lowest response was for "Equipment looks complete and neat," at 82.6%.
2. The analysis of the conformity level yielded a result of 102.87%, indicating that the service quality provided by Safa Shoecare exceeds consumer expectations, demonstrating satisfaction.
3. The Importance Performance Analysis (IPA) highlighted key attributes requiring improvement, including *Tangible* (enhancing the attractiveness and completeness of facilities), *Responsiveness* (employees being prompt and responsive to complaints),

*Empathy* (ensuring consumer orders are accurate), and *Assurance* (building consumer trust). These attributes fall into quadrant A (top priority), suggesting that Safa Shoecare must address these areas to enhance service quality and meet consumer expectations effectively.

## 6. Suggestions

1. Based on the data analysis and conclusions of this research, the author provides suggestions to benefit and guide relevant parties.
2. The study on Safa Shoecare's service quality highlights weaknesses in the *Tangible* indicator, such as unattractive decor, incomplete facilities, and untidy employee appearance. Regular evaluations, additional equipment, and improved layout are recommended to enhance physical appeal and functionality.
3. The analysis of consumer satisfaction shows below-average scores in *Tangible* (decor and facility completeness), *Reliability* (employee competence), *Responsiveness* (slow response to complaints), and *Empathy* (order verification). Safa Shoecare is advised to improve decor, complete facilities, train employees, and conduct regular performance evaluations to meet service standards.
4. Using the IPA method, weaknesses are identified in *Tangible* (decor and facility completeness), *Responsiveness* (quick complaint handling), *Empathy* (order accuracy checks), and *Assurance* (building consumer trust). Suggestions include improving layout, completing facilities, training employees, and evaluating performance to boost consumer trust.
5. Future researchers are encouraged to expand this study by incorporating additional references, new variables such as service marketing strategies, and methods like in-depth consumer interviews for more accurate and validated insights.

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