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Integrating SERVQUAL and Importance Performance Analysis to Prioritize Service Improvements in Modern Retail: A Case Study of XYZ Store

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Abstract

General Background: Service quality is a critical determinant of competitiveness in modern retail, particularly as rapid growth in small convenience stores intensifies customer expectations. **Specific Background:** XYZ Store has experienced declining customer satisfaction, requiring a systematic evaluation of service delivery using established measurement frameworks. **Knowledge Gap:** Despite the extensive use of SERVQUAL and Importance Performance Analysis (IPA) in service research, limited studies integrate both methods to diagnose priority improvements in small-scale retail settings. **Aims:** This study aims to measure service quality at XYZ Store, identify performance gaps across SERVQUAL dimensions, and prioritize improvement strategies using IPA. **Results:** Analysis of 100 respondents showed all SERVQUAL attributes were valid and reliable, with an overall gap score of −0.74 and a service quality index (Q) of 0.84, indicating service performance below expectations. IPA mapping revealed four critical attributes—store layout (T3), complaint handling (RP3), facility conditions (T1), and product availability (RL2)—requiring immediate improvement. **Novelty:** This research offers an integrated SERVQUAL–IPA approach that produces a precise, actionable prioritization of service weaknesses in a small retail context. **Implications:** Findings provide managerial guidance for enhancing operational performance, increasing customer satisfaction, and strengthening competitive positioning in the retail sector.

Highlights:

- Identifies critical service gaps with an integrated SERVQUAL–IPA approach.
- Highlights four priority attributes needing immediate improvement.
- Provides actionable strategies to enhance customer satisfaction and competitiveness.

Keywords: SERVQUAL, IPA, Service Quality, Customer Satisfaction, Retail Management

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Introduction

Retail businesses sell different kinds of products directly to people who need them for their own use. Because so many people want to buy things, the retail industry is seen as one of the best areas to start a business [1]. This has led many business owners to keep improving their ways of selling to stay ahead of the competition. In Gresik, the number of small convenience stores is growing quickly each year, making it harder for retailers to stand out, especially when they are dealing directly with customers. The level of competition in retail depends a lot on how well the store serves its customers, how easy it is to get to the store, and how the customers feel about their experience [2]. However, XYZ Store is having trouble with customer satisfaction. To keep service quality steady, the store has set up standards to make sure customers get the best possible service.

Service quality isn't just about how well the service works technically; it also includes how customers feel about the overall value they get [3]. Good service should also show that the store cares about customers and their needs [4]. Customer satisfaction is how customers feel after they receive a service and compare it to what they expected [5]. When the service is better than expected, customers are happy; but if it's not up to their standards, they often feel upset. Because of this, this study looks into the quality of service at XYZ Store and finds out what needs to be improved to make the store run better.

This research aims to determine the quality of service and the priority of service improvements to improve store operational performance at XYZ Store. In this case, customer satisfaction is not only about the final result of the service but also about how much the service matches or goes beyond what the customer thought it would be [6].

Method

In analyzing the quality of service towards customer satisfaction at XYZ Store, there are several indicators which are then analyzed through several stages as follows:

1. Customer Satisfaction

According to Fatmasari, E. Y., et al [7], "Customer satisfaction is the result of customer assessment of the service provided, including the match between expectations and reality." According to Nurhayati, S., & Kurniawan, F. [8], "Customer satisfaction occurs when the service provided meets or exceeds customer expectations, which can improve image and loyalty." So in general, customer satisfaction is the result of customer expectations compared to the reality experienced by customers. If expectations are high and reality is high, it means customers feel satisfied because their expectations are met, and vice versa, if expectations are high but the reality obtained is low, customers are not satisfied because it does not meet their expectations.

2. Factors Influencing Customer Satisfaction

According to S. C. Brilian and M. Haris [9], there are five key aspects that companies must consider when measuring customer satisfaction:

a. Product Quality

Satisfaction is created when product performance meets or exceeds consumer expectations, indicating that the product is truly high-quality.

b. Service Quality

Service that is kind and quick to respond to consumer needs will lead to satisfaction and loyalty.

c. Emotional Dimension

When customers feel "recognized" by others for their product choices, they typically feel proud and confident, which is why this aspect often leads to high levels of satisfaction.

d. Price Competitivenes

Customers will see more value in a product and be happy if a company can offer it at a lower price while still meeting the same requirements and quality.

e. Cost and Time Efficiency

Customers are happy when they don't have to pay extra or wait a long time to get a thing, therefore this convenience makes them happy.

3. Customer Satisfaction Indicators

Griffin (2005) [4] says that there are a number of ways to tell if a consumer is happy, such as:

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a. Meeting Expectations: This way of measuring satisfaction doesn't happen directly; instead, it looks at how well customer expectations match up with how well the organization actually does.

b. Intention to Revisit: You may see this measure of intention by asking customers if they would buy or utilize a product again, whether it's goods or services.

c. Willingness to refer: This is a way to measure how happy customers are by asking them if they would refer a product, whether it's a good or a service, to other people, such friends and family.

4. Questionnaire Development

A questionnaire is an instrument of data collection, which contains a series of structured questions to obtain information directly from the respondents. According to Sugiyono [10], the questionnaire is a method of collecting data by providing a list of written questions to be answered by the respondents in accordance with a predetermined guide.

The questionnaire is used to collect data on the perception of customers with regard to the quality of service received. Following that, the data collected from the questionnaires are analyzed to find out what attributes are still lacking in the service provided by the store's staff to the customer. After the attributes have been identified as lacking, improvements are made to raise the quality of the service and to increase customer satisfaction.

The preparation of a questionnaire includes multiple steps: identification of objectives and information required, determination of content, questions, and the number of questions, respectively. Then, well-defined, interesting questions have to be designed and proposed to the respondents. Further, it has to be decided on the structure of the questionnaire: open-ended questions or even a Likert-type scale. Each question has to be worded in such a way as to be understood by the respondents.

5. Service Quality (SERVQUAL)

Parasuraman, A., et al [11] says that the Service Quality technique is often used to rate service quality and evaluate the quality of service from service providers based on the Q-Rater value. This value includes five quality characteristics, such as:

a. Reliability is the effort to provide promised services accurately and reliably.

b. Assurance is the company's guarantee of reliability and security, encompassing the ethics, knowledge, and skills of employees in providing customer service, and the expertise to earn customer trust.

c. Tangibles are the physical appearance of facilities and equipment used to deliver or provide services, including the physical appearance of facilities, workforce, and communication tools.

d. Empathy is the company's concern for customers, for example, ease in establishing good interactions and the ability to understand customer needs.

e. Responsiveness is the desire to help customers and provide prompt service, such as the willingness of employees to assist customers and provide responsive service.

The following are things that need to be done in calculating using the Service Quality method:

f. Calculating Mean Perception and Expectation Calculating the average (mean) for each attribute measured. This step is done by calculating the average score of each attribute from perception and expectation.

g. Calculating Servqual Value (Gap) Calculating the Servqual value by subtracting the average value of actual perception from the average value of respondent expectations. Customer expectations are basically same as what kind of service the company should serve to customers. This model uses a Likert scale with the calculation of the formula in the following equation [11]:

Servqual = P Score – E Score

Description:

P = Customer perception of the actual service performance felt.

E = Customer expectations of the service received.

According to Komharudin et al [12] if the Servqual score is negative (-) it means the service quality is poor or not good (the customer is dissatisfied). If the Servqual score is equal to zero (0) it means the service quality is good (the customer is satisfied). If the Servqual score is positive (+) it means the service quality is very good (customers are very satisfied).

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6. Importance Performance Analysis (IPA)

According to Bela Sagita., Sulasih [13], the Importance Performance Analysis (IPA) method was first introduced by Martila and James and is an approach used to evaluate user satisfaction with a service based on the importance of each attribute according to the user and the performance perceived by the user. This approach is also known as quadrant analysis, which measures the relationship between consumer comprehension and priorities about product or service quality improvement. This quadrant analysis can be explained as follows:

There are four quadrants in the Cartesian diagram, including:

a. Top Priorities (Quadrant I)

Companies must focus on improving performance in Quadrant I, even if important elements expected by customers are not met.

b. Maintain Performance (Quadrant II)

To maintain the performance achieved, the company must consider several factors that are considered important and expected by customers to support their satisfaction.

c. Low Priority (Quadrant III)

There are several elements that are considered to have a low level of perception and are not particularly important or expected by customers. Factors in this quadrant do not need to be prioritized by the company.

d. Excessive (Quadrant IV)

There are several things that are not important and not expected by customers, with the hope that the company will not focus too much on quadrant IV.

Data Collection Method

To support the ongoing research, several data are required to analyze the problems encountered. These data are obtained from:

1. Primary Data

Primary data is data measured during fieldwork by the researcher on the research object.

The methods used in data collection are:

a. Observation, namely direct observation and recording of company documents related to the required information relevant to the research object.

b. Questionnaire Data, namely customer questionnaire data to assess the company's service quality

2. Secondary Data

Secondary data is data obtained by the researcher by collecting existing company data (company documents).

The data or information obtained includes:

a. Exchange and refund transaction data for June - August.

b. Customer suggestions/complaints data.

Population and Sample

Population and Sample The population in this study were customers of PT. XZY. Because the exact population size was unknown, the sampling technique used was the Bernoulli formula as follows [14]:

$$n \geq \frac{(\frac{Z\alpha}{2})^2 . p.q}{e^2} \qquad (1)$$

Where:

n = number of samples,

Z = value obtained from the standard normal table with probability,

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e = error rate,

p = probability of the population not being sampled,

q = probability of the population being sampled (1-p).

The sample determination in this study used a 5% accuracy level (α) and a 95% confidence level, resulting in a Z value of 1.96. The e value (error rate) was set at 10%. The 95% confidence level indicates the extent to which the sample statistics can correctly estimate the population parameters and/or the extent to which decisions regarding the results of the null hypothesis test are believed to be true. The 5% error rate is used as the basis for decision-making in hypothesis testing [14]. The value of α = 0.05 by looking at the normal table, the Z value is obtained. The probability of the questionnaire being correct q (accepted) or incorrect p (rejected) is each 50% (0.5). Based on equation (1), the sample calculation is as follows:

$$n \geq \frac{(1.96)^2.(0,5).(0.5)}{(0.1)^2}$$
$$n \geq 96,04 + 96 \quad (2)$$

In this case, the author took a sample of 100 respondents.

Data Processing Method

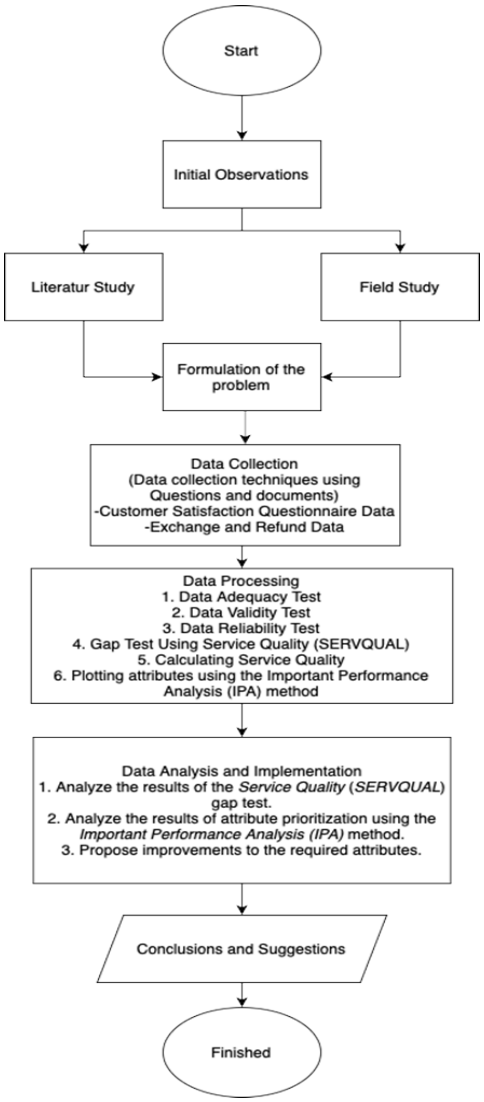

Figure 1. Data Processing Method

The data processing technique that will be carried out by researchers to test the measuring instrument can be done in the following ways:

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1. Validity Test used to determine the suitability of the items in a questionnaire in defining a variable. The validity test is carried out on each question item with the results of the calculated r being compared with the table r where the degree of freedom (df) = n-2,

- In this case n is the number of samples, this study uses a significance level of 5%. If the table r < calculated r, it is declared valid, the following equation [4]

$$rxy = \frac{N\sum xy-(\sum x)(\sum y)}{\sqrt{[N\sum x^2-(\sum x)^2][N\sum y^2-(\sum y)^2]}} \quad (3)$$

2. Reliability Test is a measuring tools of the stability and consistency of respondents in answering things that related to the question constructs which are the dimensions of a variable and arranged in a questionnaire form.

Reliability tests can be carried out simultaneously on all question items.

If the value of alpha > 0.6 then it is reliable, the following equation [4]

$$r[\frac{k}{(k-1)}][1-\frac{\Sigma\sigma_b 2}{\sigma_t 2}]r \quad (4)$$

Description:

r = Instrument reliability coefficient (cronbachalfa)

k = Number of question items

$\Sigma\sigma^2$= Total item variance

σt2 = Total variance

The decision on whether the questionnaire is reliable or not is stated if the calculated r value is obtained > r-table with a significance level of 5% then the question item is reliable.

3. Service Quality Data Processing

This model uses a Likert scale with the formula calculation in the following equation [11]:

Servqual = P Score – E Score

Where:

P = Customer perception of the actual service performance felt.

E = Customer expectations of the service received.

According to Komharudin et al [12] if the Servqual score is negative (-) it means the service quality is poor or not good (the customer is dissatisfied). If the Servqual score is equal to zero (0) it means the service quality is good (the customer is satisfied). If the Servqual score is positive (+) it means the service quality is very good (customers are very satisfied).

4. Calculating service quality using the formula

Quality of service

$$\frac{\sum(Pi-Ei)}{n} \quad (5)$$

Quality = (Q)

If quality (Q) ≥ 1, Then the quality of service is said to be good.[15]

5. Importance Performance Analysis (IPA) Used to determine the location of each service quality attribute provided to consumers based on the level of satisfaction and level of expectations using a Cartesian diagram consisting of 4 parts,

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namely [13]: A. Main Priority (Concentrate Here) B. Maintain Achievement (Keep Up The Good Work) C. Low Priority (Low Priority) D. Excessive Priority (Possibly Overkill) All calculations will use the help of IBM SPSS statistical software 25. The determination of the 15 attributes used in this study is based on the results of direct observations in the field by seeing, feeling the conditions directly[16] [17]

Result and Discussion

A. Validity Test

1. Performance Validity Test Results

Table 1. Performance Validity Test Results

No	Atribut	R Hitung	R Tabel	Status
1.	T1	0,569	0,1966	Valid
2.	T2	0,582	0,1966	Valid
3.	T3	0,304	0,1966	Valid
4.	RL1	0,525	0,1966	Valid
5.	RL2	0,281	0,1966	Valid
6.	RL3	0,277	0,1966	Valid
7	RP1	0,311	0,1966	Valid
8.	RP2	0,434	0,1966	Valid
9.	RP3	0,324	0,1966	Valid
10.	A1	0,409	0,1966	Valid
11.	A2	0,413	0,1966	Valid
12.	A3	0,412	0,1966	Valid
13.	E1	0,314	0,1966	Valid
14.	E2	0,338	0,1966	Valid
15.	E3	0,420	0,1966	Valid

2. Expectation Validity Test Results

Table 2. Expectation Validity Test Results

No	Atribut	R Hitung	R Tabel	Status
1.	T1	0,499	0,1966	Valid
2.	T2	0,554	0,1966	Valid
3.	T3	0,494	0,1966	Valid
4.	RL1	0,503	0,1966	Valid
5.	RL2	0,577	0,1966	Valid
6.	RL3	0,597	0,1966	Valid
7	RP1	0,420	0,1966	Valid
8.	RP2	0,511	0,1966	Valid
9.	RP3	0,514	0,1966	Valid
10.	A1	0,515	0,1966	Valid
11.	A2	0,458	0,1966	Valid
12.	A3	0,577	0,1966	Valid
13.	E1	0,401	0,1966	Valid

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14.	E2	0,508	0,1966	Valid
15.	E3	0,469	0,1966	Valid

The data above is the result of the validity test of perception and expectations, which can be seen that all calculated r values for the attributes are greater than the r table.

B. Data Reliability Test

In the reliability test using Excel software with the Cronbach's Alpha technique.

Table 3. Data Reliability Test

No	Dimensions	Cronbach's Alpha	Status
1.	Performance	0,606	reliabel
2.	Expectation	0,780	reliabel

Based on the results of the data reliability test with Cronbach's Alpha in table 3 with a coefficient value of a > 0.6, the data can be said to be reliable.

C. Geometric Mean

Calculate the geometric mean using an Excel formula that generates the average of each Servqual dimension.

Geometric mean formula:

$$G = \sqrt[n]{\text{X1 x X2 x ... x Xn}} \quad (6)$$

D. Service Quality Data Processing

The following are the results of Servqual data processing based on equation (11) for the overall performance gap and expectations, as shown in Table 4.

Table 4. Data gap value of all attributes

No	ATTRIBUTE	PERFORMANCE	EXPECTATION	GAP
1.	T1	3,79	4,64	-0,86
2.	T2	3,86	4,62	-0,76
3.	T3	3,63	4,69	-1,06
AVERAGE		**3,76**	**4,65**	**-0,89**
4.	RL1	3,85	4,58	-0,73
5.	RL2	3,80	4,67	-0,86
6.	RL3	3,99	4,76	-0,77
AVERAGE		**3,88**	**4,67**	**-0,79**
7.	RP1	3,77	3,85	-0,07
8.	RP2	3,94	4,77	-0,84
9.	RP3	3,70	4,66	-0,96

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AVERAGE		**3,80**	**4,43**	**-0,62**
10.	A1	3,89	4,57	-0,68
11.	A2	3,99	4,80	-0,81
12.	A3	4,07	4,63	-0,56
AVERAGE		**3,98**	**4,67**	**-0,68**
13.	E1	3,87	4,63	-0,76
14.	E2	3,89	4,56	-0,67
15.	E3	3,95	4,63	-0,67
AVERAGE		**3,91**	**4,60**	**-0,70**
TOTAL AVERAGE		**3,87**	**4,60**	**-0,74**

After calculating the gap value for all attributes, the next stage is to sort the data (ranking) from highest to lowest as shown in table 5 below:

Table 5. Data rank all attributes

No.	Atribut	Gap	Rank
1.	T3	-1,06	1
2.	RP3	-0,96	2
3.	RL2	-0,86	3
4.	T1	-0,86	4
5.	RP2	-0,84	5
6.	A2	-0,81	6
7.	RL3	-0,77	7
8.	T2	-0,76	7
9.	E1	-0,76	9
10.	RL1	-0,73	9
11.	A1	-0,68	11
12.	E3	-0,67	12
13.	E2	-0,67	13
14.	A3	-0,56	14

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15.	RP1	-0,07	15

E. Service Quality Calculation

In evaluating the quality of service a company provides to its customers,, it can be measured using formula. Based on the calculation results, if Q ≥ 1, the company's quality differentiation can be considered good, and vice versa.[18]

Table 6. Data gap quality of service

Dimensi	Persepsi (P)	Harapan (H)	*Gap*	Q= P/H
Tangible	3,76	4,65	-0,89	0,81
Reliability	3,88	4,67	-0,79	0,83
Responsiveness	3,80	4,43	-0,62	0,86
Assurance	3,98	4,67	-0,68	0,85
Empathy	3,91	4,60	-0,70	0,85
Average	**3,87**	**4,60**	**-0,74**	**0,84**

From the data in the table above, the average value of Q = 0.84 is obtained, so the quality of service at the XYZ store is not good.

F. Importance Performance Analysis

After determining the overall gap value, a performance and expectation analysis is conducted. This analysis is used to determine the position of each attribute in the service provided to customers at XYZ store based on performance and expectation levels. The perception-expectation quadrant analysis uses a Cartesian diagram. Before displaying the results, the performance and expectation levels are first determined by averaging each performance level.

Quadrant I, Quadrant II, Quadrant III, Quadrant IV (X) and the average expectation level (Y) are then presented in a Cartesian diagram to identify the quadrant location of each attribute. The results of the Cartesian diagram are shown in Picture 1.

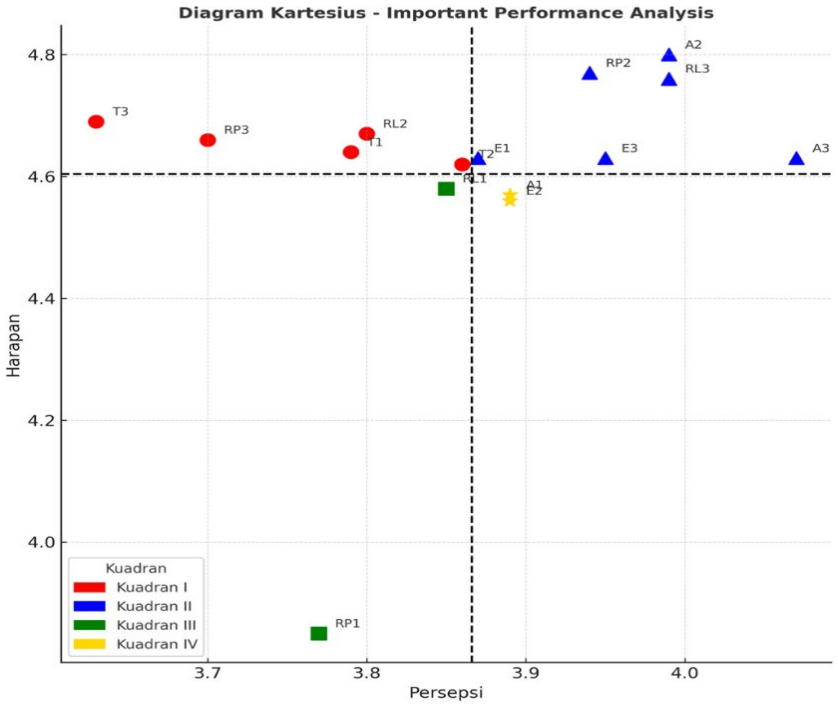

Figure 2. Diagram Important Performance analysis (1)

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Quadrant Interpretation

1. **Quadrant I — Top Priority (T3, RP3, T1, RL2)**

Interpretation: Customers have high expectations for this attribute but rate performance far below expectations (largest gap). This is the most urgent area for improvement.

Examples of attribute meanings:

a. T3 (tidiness/lighting/product arrangement) — The physical appearance of the store does not meet expectations.

b. T1 (condition of cashier facilities/equipment) — The physical facilities need improvement.

c. RL2 (product availability/price accuracy) — Frequent out-of-stocks or price discrepancies.

d. RP3 (complaint resolution) — Responses to complaints are unsatisfactory.

Recommended actions (priority A — immediate, 0–3 months):

a. Quick store audit (1–2 weeks): checklist of cleanliness, lighting, signage, shelf condition; repair/replace problematic cashier equipment.

b. Improvements to inventory management: set simple reorder points for the 30 best-selling items and update the daily stock check SOPs.

c. How to handle complaints: Make a script for employees to follow when they get a complaint, a service level agreement (SLA) that says complaints must be made within 24 hours, and a list of complaints.

d. A short training session for employees (one day on the job) that focuses on evaluating prices, checking availability, and how to promptly respond to concerns.

2. **Quadrant II — Maintaining Performance (RL3, RP2, A2, A3, E1, E3)**

Interpretation: These attributes are considered important and have relatively better performance; this means management must maintain standards.

Examples of attribute meanings:

a. RL3 (how reliable employees are in transactions), RP2 (how fast service is), A2/A3 (how knowledgeable and trustworthy staff are), and E1/E3 (how much personal attention they give).

Suggested actions (Priority B: Keep everything stable):

a. Regular maintenance: Schedule refresher training every 3 months to maintain competency.

b. Small rewards: Recognize employees with high customer ratings (gifts/certificates).

c. Ongoing monitoring: A short 1–2-item questionnaire at the cashier to maintain real-time feedback.

3. **Quadrant III — Low Priority (RL1, RP1, T2)**

Meaning: Attributes that aren't very important or good right now aren't the main focus. But keep an eye out for changes in trends.

Actions:

a. Cut costs: Don't spend a lot of money on this. Fix little problems with operations.

b. Monitoring: Check every six months to see how client preferences have changed.

4. **Quadrant IV - Excessive/Over-Supported (A1, E2).**

Interpretation: The performance is really good, but the customers don't expect much. This could mean that too many resources were spent on things that customers don't think are vital.

Action:

a. Move some resources around: move some costs and work to Quadrant I (for example, move some of the training money to facility renovations).

b. Cut back on services that don't make customers happier.

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c. Lower efficiency keep the same standards and don't spend money on big improvements.

Prioritize short-term and medium-term actions (0–6 month roadmap)

Months 0–1 (diagnostic and rapid):

a. Audit facilities and inventories; make a list of things that fall into Quadrant
b. Make standard operating procedures (SOPs) and templates for complaint logs.

Months 1–3 (rapid implementation):

a. Physical upgrades that are most important (lighting, signs, broken equipment).

b. Set reorder points for 30 top-selling SKUs.

c. Give employees short-term training on how to deal with customers and check prices.

Months 3–6 (stabilization & monitoring):

a. A quick follow-up survey (using the same tool) to see if the disparity has gotten smaller.

b. Check efficiency: move resources from Quadrant IV to Quadrant I if you need to.

c. Hold monthly meetings with management to go over KPIs.

Conclusion

Based on the analysis using the SERVQUAL and IPA methods on 15 service quality attributes at XYZ Store, it can be concluded that, the service quality given does not optimally meet customer expectations. This is evidenced by the average overall gap value of -0.74 and the service quality index (Q) value of 0.84, which is still below the ideal standard of $Q \geq 1$. This means that customers perceive the service they get as lower than what was expected. The IPA Cartesian diagram mapping results show there are four attributes in Quadrant I that should be prioritized for improvement because they have high importance but their performance is still low. They include T3, which is store layout and cleanliness; RP3 refers to the speed of handling complaints; facility conditions are represented as T1; and RL2 refers to the availability of products. These four attributes should be immediately improved by taking concrete steps such as: a) Improving store facilities and layout, b) The implementation of complaint-handling SOPs with a maximum response time of 24 hours, c) Enhance the inventory management system, d) Training employees to handle customers quickly and politely. Meanwhile, the attributes in Quadrant II (Maintain Performance) include RL3, RP2, A2, A3, E1, and E3, indicating that customers are satisfied with these aspects; thus, the company has to maintain this through training and regular monitoring of employee performance. And the attributes in Quadrant III (Low Priority)-for example, RL1, RP1, and T2-indicate a fairly low priority and performance; thus, they should not be the focus of attention. Whereas for attributes falling into Quadrant IV (Excessive)-for example, A1 and E2-it is stated that there is too much emphasis on services which are relatively less important to customers. The company may reallocate part of its resources from the attributes in Quadrant IV to Quadrant I attributes in order to optimize resource allocation. In general, this study gave a comprehensive picture of XYZ Store service strengths and weaknesses from a customer point of view. Based on results from the SERVQUAL and IPA analyses, improvement strategies should increase customer satisfaction and enhance loyalty, helping the company to gain a competitive advantage amid the increasingly fierce retail competition. Further research is suggested by increasing the number of respondents and also broadening the area of research so that the result could be more generally applied to other retail sectors.

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