

ANALYSIS OF CUSTOMER SATISFACTION USING IMPORTANCE PERFORMANCE ANALYSIS (IPA) METHOD AT HOUSE OF TJIHAPIT



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ABSTRACT

This study uses the Importance-Performance Analysis (IPA) method to evaluate the service quality at the House of Tjihapit, a restaurant in Bandung that faces challenges due to the COVID-19 pandemic. A quantitative approach was applied, gathering data through questionnaires to assess customer expectations and perceptions of service performance. The findings reveal that while overall service performance slightly exceeds customer expectations by 2%, issues such as poor handling of service problems remain. The study concludes that despite satisfactory service quality, there is a need for targeted improvements in specific areas to enhance customer satisfaction and retention. Future research should explore similar evaluations across multiple venues to provide a broader understanding of service quality in the industry.

Keywords: Service Quality; Customer Satisfaction; Importance-Performance Analysis

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INTRODUCTION

The food and beverage industry plays a crucial role in the Indonesian economy, with its growth and investment value consistently rising in recent years. According to records from the Ministry of Industry, in the third quarter of 2019, the food and beverage industry experienced a GDP growth of 6.77%. This sector contributed 35.58% to the GDP of the non-oil and gas industry and 6.35% to the national GDP, making it one of the largest contributors to the country's economy. In the first quarter of 2020, the food and beverage industry accounted for 36.4% of the manufacturing GDP, with growth reaching 3.9% during the same period. Additionally, in the first half of 2020, the industry contributed significantly to the export value of the manufacturing sector, totaling US\$13.73 billion.

However, the COVID-19 pandemic has significantly impacted this sector, particularly in culinary hotspots like Bandung. Bandung, known as a culinary destination, stands out with its diversity of restaurants and food specialties, making it a gastronomic hub that offers unique dining experiences for locals and tourists alike. The COVID-19 pandemic in 2020 had a major impact globally, with Indonesia ranked 25th out of 215 exposed countries (Armani, 2020, as cited in Ezizwita, 2021). The Indonesian Ministry of Health reported 88,214 positive cases and 4,239 deaths. The government implemented physical distancing which was upgraded to Large-scale social restrictions or LSSR (Indonesian: Pembatasan Sosial Berskala Besar or PSBB), encouraging people to stay at home and follow health protocols. The pandemic disrupted economic stability, hampering the supply of raw materials, lowering product demand, and causing labour difficulties. The culinary industry was particularly hard hit, with daily revenue falling 37%, fashion retail 35%, and beauty services 43% (Burhan, 2020, as cited in Ezizwita, 2021).

Data from Open Data Bandung (2024) shows the number of restaurants in Bandung was unstable and fluctuated from 2020 to 2023, reflecting the challenges of the culinary sector during the pandemic. Nonetheless, Bandung remains attractive with a variety of culinary options. The House of Tjihapit is among those affected by COVID-19, with reduced growth until 2024. According to the owner, lack of interest in returning is an issue, exacerbated by poor ratings on Google Reviews regarding unprepared service, food not meeting expectations, and incomplete menus. House of Tjihapit needs evaluation to minimize these issues.

Given these challenges, the urgency of addressing customer dissatisfaction at House of Tjihapit becomes evident, particularly as it relates to service quality. Improving service quality is crucial to boosting customer satisfaction and fostering repeat patronage, vital for business recovery and growth in the post-pandemic landscape. This issue emphasizes the importance of improving service quality to increase customer satisfaction and encourage repeat buying.

Based on this problem, the author decided to examine the quality of service at House of Tjihapit using the Importance Performance Analysis (IPA) method in a study entitled 'Analysis of Customer Satisfaction Using the Importance Performance Analysis (IPA) Method at House of Tjihapit' to improve elements that are less in line with customer expectations.

LITERATURE REVIEW AND RESEARCH FRAMEWORK

Service Quality

Service Quality is a model that reflects consumer expectations of services based on past experience, word of mouth and advertisements. This model compares consumer expectations of service with experience they receive or feel (Kotler & Armstrong, 2024).

According to Kotler & Keller (2022) they have identified five indicators that determine service quality, namely:

- 1) Reliability, the ability to perform promised services reliably and accurately.
- 2) Responsiveness, a willingness to help customers and provide them with prompt service.
- 3) Assurance, knowledge, and courtesy of employees and their ability to convey trust.
- 4) Empathy, provide attentive and personalized attention to customers.
- 5) Tangibles, the appearance of the physical facility, equipments, staff, and communication materials.

Customer Satisfaction

According to Kotler & Keller (2022), satisfaction is an individual's emotional state resulting from a comparison between product performance and expectations. If performance is less than expectations, consumers will be disappointed and if it is in line with expectations, consumers will be satisfied. This can be interpreted as an effort to satisfy customers. Five main factors determine the level of customer satisfaction, according to Indrasari (2019), which are quality product, service quality, emotional effect, price, and cost. In general, satisfaction programs have several indicators (Tjiptono, 2019), such as 1) Overall Customer Satisfaction; 2) Customer Satisfaction Dimensions; 3) Confirmation of Expectations; 4) Repurchase Intent; 5) Willingness to Recommend.

METHOD

In this paper, the authors used quantitative methods with a descriptive approach. The population for this study was all House of Tjihapit customers who had experience of the service, with a sample size of 100 respondents. The sampling technique in this study was the method of non-probability sampling with the application of the convenience sampling (accidental) technique.

In this study, the authors collected information by interviewing the house of Tjihapit and observing the cafe, and then used data collection techniques in the form of questionnaires. Sugiyono (2022) explains that a questionnaire is a data collection technique that is carried out by presenting respondents with a series of questions or written statements to be answered. A sample is taken from a population and a questionnaire is used as a data collection tool to describe or illustrate the level of customer satisfaction. A 5 point Likert scale is used to rate the items, where a score of 1 represents "strongly disagree" and a score of 5 represents "strongly agree", producing a numerical representation of individual responses. 15 statements were distributed, with 2 sections in the survey: expectation (importance) and reality (performance), 100 respondents rated the statements with Likerts 5 point scale,

Operational Variables

The operational variables conceptualise these indicators into measurement tools that are used as a list of statements in the questionnaire. Details can be found in the Table 1 of operational variables.

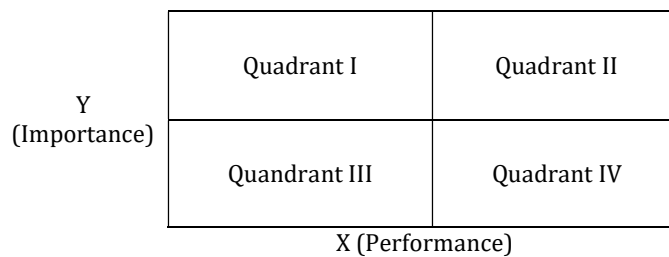
Table 1
Operational Variables

Variable	Sub-variable	Attribute	Indicator	Scale
Service Quality	Tangible	X_1	Professional appearance	Ordinal
		X_2	Modern equipment	
		X_3	Visually appealing facilities	
	Empathy	X_4	Puts customers best interests first	
		X_5	Handle customers with care	
		X_6	Understand their customer needs	
	Reliability	X_7	Providing service as promised	
		X_8	Answer customer questions	
		X_9	Handle customers problems	
	Responsiveness	X_{10}	Prompt services	
		X_{11}	Willingness to help customers	
		X_{12}	Readiness to respond	
	Assurance	X_{13}	Instill confidence in customers	
		X_{14}	Feel secure in transactions	
		X_{15}	Constantly polite	

Source: Data Analyzed, 2024

Importance Performance Analysis (IPA)

According to Akbar et al. (2022), Importance Performance Analysis (IPA) is a data analysis technique used to measure the relationship between consumer perceptions and priorities for improving the quality of products or services, known as quadrant analysis. There are four quadrants plotted on the X-Y coordinate axis, combining two factors, consumer perceptions of the current level performance and the importance of five quality dimensions, which helped to classify the study parameters and serve as the main guide for improvement strategies. The meanings of these four quadrants are summarized in the following Figure 1.



Source: Simbolon, 2022

Figure 1
Importance Performance Analysis Matrix

Quadrant I with both high performance and high importance represents a priority that requires immediate action. Quadrant II with high performance but low importance indicates that the business has over-emphasised the related items in this

quadrant. Quadrant III with both low performance and low importance indicates that there is no need for improvement, while Quadrant IV requires immediate attention for improvement (Simbolon, 2022).

RESULTS AND DISCUSSION

Charactetistics of Respondents

The sample comprised 41 male and 59 female. The main age group was 18 – 25, which was 66% of the respondent. Most of the respondents had finished university with a bachelor degree (62%). Most of the respondents are students (52%), Frequency of visit from most of respondents is 1-2 times visit (49%).

Validity and Reliability Test

According to Sugiyono (2022), the criteria of the validity test can be measured by, if the correlation value (r) is more than the value of the r table, then the attribute or statement item is considered valid. If the calculated value (r) is smaller than the correlation value (r table), then the attribute or statement item is considered invalid. In this research, the author uses a sample of $n = 100$ with a significance level of 5%, so that the value of r table value used is 0.195. From 100 respondents it can be seen that the value of r count for each statement is greater than r table. Thus, all statements from the five dimensions are valid.

Reliability testing is used to ensure that respondents' answers are consistent or reliable over time. The reliability test method used is Cronbach's Alpha. According to Herlina (2019), after being tested using IBM SPSS Statistics, it can be seen that the Cronbach's Alpha score of the expected level service quality variable is 0.914 and the Cronbach's Alpha score of the reality level service quality variable is 0.856. The reliability test results of the two levels get a Cronbach's Alpha score above 0.8 or close to 1, so it can be declared good reliability or very reliable meaning the respondents answers can be trusted.

Descriptive Analysis

According to Sugiyono (2022), descriptive analysis involves analyzing data by describing or portraying the data as it is, without intending to draw general conclusions or make generalizations. In this study, descriptive analysis is used to assess the impact of service quality variables—reliability, responsiveness, assurance, empathy, and tangible evidence—on customer satisfaction through the distribution of questionnaires.

The measurement process is carried out through a questionnaire, with the analysis involving several key steps. First, the cumulative score is determined by summing the values of responses to each question from all 100 respondents. Next, the percentage is calculated by dividing the cumulative score of each item by its frequency and multiplying by 100%. The maximum cumulative score is 500 (100 respondents $\times$ 5), while the minimum is 100 (100 respondents $\times$ 1). The smallest percentage value is calculated as $(100 / 500) \times 100\% = 20\%$, resulting in a percentage range of 80% (100% - 20%). This range is divided into five measurement scales, with an interval percentage of 16% (Sugiyono, 2022).

Table 2
Score Interpretation Criteria

Number	Interval Score	Category
1	20% – 36%	Strongly Disagree / Very Unsatisfied
2	37% – 52%	Disagree / Dissatisfied
3	53% – 68%	Uncertain / Quite Satisfied
4	69% – 84%	Agree / Satisfied
5	85% - 100%	Strongly Agree / Very Satisfied

Source: Sugiyono, 2022

The descriptive analysis of expectations at House of Tjihapit reveals a total respondent score of 5,834 out of a possible ideal score of 7,500. This results in a percentage of 78%, categorizing the importance as "suitable." For the analysis of performance, the total respondent score is 5,998 out of the same ideal score of 7,500. This yields a percentage of 80%, indicating that the actual performance is categorized as "Satisfied." These percentages reflect how well customer importance and performance align with the ideal standards set for evaluating service quality.

Analysis of the Level of Suitability

Based on the results of performance and importance ratings, the level of suitability between the ratings of the performance of House of Tjihapit services and customer expectations will be obtained, which then determines their level of satisfaction. The average calculation is carried out to evaluate overall whether the services provided by the House of Tjihapit have met customer expectations or not.

Table 3
Category Score of Customer Satisfaction Level

Number	Interval Score	Category
1	1,00 – 1,99	Very Unsatisfied
2	2,00 – 2,99	Dissatisfied
3	3,00 – 3,99	Moderately Satisfied
4	4,00 – 4,99	Satisfied
5	5,00>	Very Satisfied

Source: Sugiyono, 2022

Table 4
Ratings of Expectations and Reality, and the Level of Service Quality Dimension Suitability

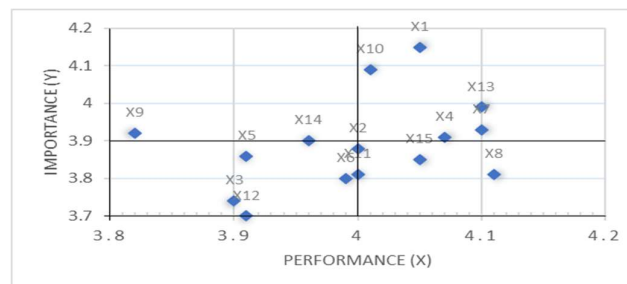
Attributes	Mean Performance	Mean Importance	Suitability Level
X_1	4,05	4,15	97.59%
X_2	4.00	3.88	103.09%
X_3	3.90	3.74	104.28%
X_4	4.07	3.91	104.09%
X_5	3.91	3.86	101.30%
X_6	3.99	3.80	105.00%
X_7	4.10	3.93	104.33%
X_8	4.11	3.81	107.87%
X_9	3.82	3.92	97.45%
X_{10}	4.01	4.09	98.04%
X_{11}	4.00	3.81	104.99%
X_{12}	3.91	3.70	105.68%
X_{13}	4.10	3.99	102.76%
X_{14}	3.96	3.90	101.54%
X_{15}	4.05	3.85	105.19%
Mean	4.00	3.89	102.88%

Source: Data Analyzed, 2024

It can be seen that the average X of 4.00 indicates that the performance is at a satisfactory level. While the Y average of 3.89 shows customer expectations are at a fairly appropriate level. Therefore, it can be concluded that the performance provided by the House of Tjihapit is in accordance with customer expectations. Meanwhile, the mean level of suitability between the importance and performance levels is 102.88%, indicating that the quality of service is exceeding expectations. Despite this positive indicator, there remains an issue of customer dissatisfaction and a lack of interest in returning, as highlighted by poor reviews. Therefore, it is necessary to identify and address these concerns to enhance overall service quality and customer retention.

Cartesius Diagram Importance Performance Analysis

The implacation of the IPA method is to identify which attributes should be prioritized for improvement based on the results of the attribute mapping.



Source: Data Analyzed, 2024

Figure 2
Cartesius Diagram

Based on the figure presented, the attribute positions are outlined according to the results of the Importance Performance Analysis mapping.

Table 4
Result and Mapping Attributes of Importance Performance Analysis Quadrant Attributes

Quadrant	Attributes	Statement
Quadrant I	X_9	Handle customers problems
	X_{14}	Feel secure in transactions
Quadrant II	X_1	Professional appearance
	X_4	Puts customers best interests first
	X_7	Providing service as promised
	X_{10}	Prompt services
	X_{13}	Instill confidence in customers
Quadrant III	X_3	Visually appealing facilities
	X_5	Handle customers with care
	X_6	Understand their customer needs
	X_{12}	Readiness to respond
Quadrant IV	X_2	Modern equipment
	X_8	Answer customer questions
	X_{11}	Willingness to help customers
	X_{15}	Constantly polite

Source: Data Analyzed, 2024

Discussion

There are two attributes that fall into Quadrant I: X_9 and X_{14} . These attributes are crucial and should be prioritized for improvement, as they are important to customers, but the company's performance in these areas does not meet customer expectations.

Quadrant II contains attributes that House of Tjihapit must maintain because both their importance and performance are high. There are five attributes in this quadrant: X_1 , X_4 , X_7 , X_{10} , and X_{13} . While these attributes should be maintained, regular evaluations are essential to ensure they continue to meet customer expectations and remain in Quadrant II. It is also important to assess the alignment between customer expectations and the company's performance for these attributes.

Quadrant III includes attributes with low priority for improvement, where both customer interest and company performance are low. The four attributes in this quadrant are X_3 , X_5 , X_6 , and X_{12} . Although these attributes are currently of lesser importance to customers, House of Tjihapit should still consider improving them. In the future, these attributes could become significant, affecting the overall quality of the company's performance.

Finally, Quadrant IV contains attributes with excessive performance, where the company's performance exceeds customer interest. The four attributes in this quadrant are X_2 , X_8 , X_{11} , and X_{15} . While these attributes are less important to customers, the company excels in these areas. Some of the attributes in Quadrant IV may serve as a unique selling point for the company.

CONCLUSION AND SUGGESTION

Based on the research findings, it was concluded that House of Tjihapit customers have high expectations for service quality, with overall expectations rated as "Appropriate" at 78%. Customer perception of the performance provided indicates a satisfaction level of 80%. The customer satisfaction score is 4.00, aligning closely with their expectations of 3.89, demonstrating that the performance has met customer expectations. However, the Importance Performance Analysis (IPA) results highlight several aspects that need improvement. In Quadrant I (Main Priorities), two attributes that need enhancement are handling service issues and ensuring secure transactions. In Quadrant IV (Excessive Attributes), four attributes that should be reduced are modern equipment, answering customer questions, willingness to help, and consistent politeness.

The research using the Importance Performance Analysis (IPA) method identified two high-priority attributes in quadrant I that need improvement and four excessive attributes in quadrant IV that should be reduced. For quadrant I, the focus should be on enhancing procedures for handling customer problems through improved training and quick, accurate responses, and on increasing security during transactions by strengthening physical and digital safeguards. For quadrant IV, the recommendations include evaluating the necessity of modern equipment, reassessing the approach to answering customer questions, maintaining a willingness to help without compromising operational efficiency, and balancing politeness to avoid discomfort for customers. Implementing these recommendations is expected to enhance service quality and bolster customer loyalty and satisfaction at House of Tjihapit.

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