

INTEGRATION OF SERVQUAL AND IMPORTANCE PERFORMANCE ANALYSIS IN IMPROVING SERVICE QUALITY OF MORE COFFEE AND SPACE

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Abstract: This study has four main objectives, namely: (1) Identify the attributes that can evaluate the quality of service at MORE Coffee & Space, (2) Determine the level of service quality at MORE Coffee & Space, (3) Determine the importance level of service quality attributes at MORE Coffee & Space, (4) Identify appropriate improvement suggestions for addressing the issues faced by MORE Coffee & Space in order to enhance service quality. MORE Coffee & Space is a coffee shop based in Subang, West Java which was established in 2021 selling various drinks and food menus. MORE Coffee & Space has experienced a decline in the number of consumers. This causes the predetermined revenue target not to be achieved. The population in this study are MORE Coffee & Space customers who make purchases in July 2023. The number of samples used for the study were 165 customers. All samples were taken by filling out a questionnaire and distributed with a purposive sampling method. The validity test for the questionnaire was carried out using a factor analysis. The reliability test for the questionnaire was carried out using Cronbach's Alpha. Both tests are helped with IBM SPSS 25 application. The result was carried out using the SERVQUAL method and shows that the quality of service of MORE Coffee & Space is in a bad condition. Determine the level of importance for priority improvements with IPA diagrams which there are 9 attributes that require immediate action.

Keywords: *Service Quality, Coffee Shop, SERVQUAL, Importance Performance Analysis (IPA)*

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1. Introduction

The culinary industry in Indonesia is growing rapidly every year. According to Kementerian Perindustrian Republik Indonesia (Kemenperin), the growth of the food and beverage industry in the third quarter of 2022 reached 3.57%. This increase, along with the growing population of Indonesia, can be a driving factor for the growth of the culinary industry in Indonesia. Based on data from the Badan Pusat Statistik (BPS), on 2022 Indonesia's population increased by 1.13% from the previous year. In 2021, the population was projected to be 272.68 million people, whereas in 2022, it was projected to be 275.77 million people.

One part of the culinary industry is the coffee industry. Competition in various industrial sectors has also impacted the coffee business. In the era of globalization, coffee shops have

become an integral part of modern society. For Indonesian people, coffee shops are now considered the third comfortable place after home and the office. Many individuals spend time at coffee shops because they serve multiple purposes (Lee et al., 2018). As coffee consumption has become a lifestyle, it is not surprising that many coffee shops have emerged to meet the demand for Indonesian coffee. It can be shown that the coffee retail market in Indonesia has experienced growth, reaching 268,000 tons annually, with an expected growth rate of 11.4% between 2017 and 2021 (Normala, 2018).

In one region of West Java, namely Subang Regency, the number of businesses selling coffee beverages is starting to emerge. According to a data from Open Data Jabar, by 2021 the total number of restaurants, cafes, or coffee shops in Subang Regency in 2021 was 362 business units. This number increased from two years prior, which had only 189 business units. One of the coffee shops in Subang Regency is MORE Coffee & Space. There are initial signs of problems occurring that there has been a decline in revenue at MORE Coffee & Space. The data on revenue decline can be seen in Figure 1.

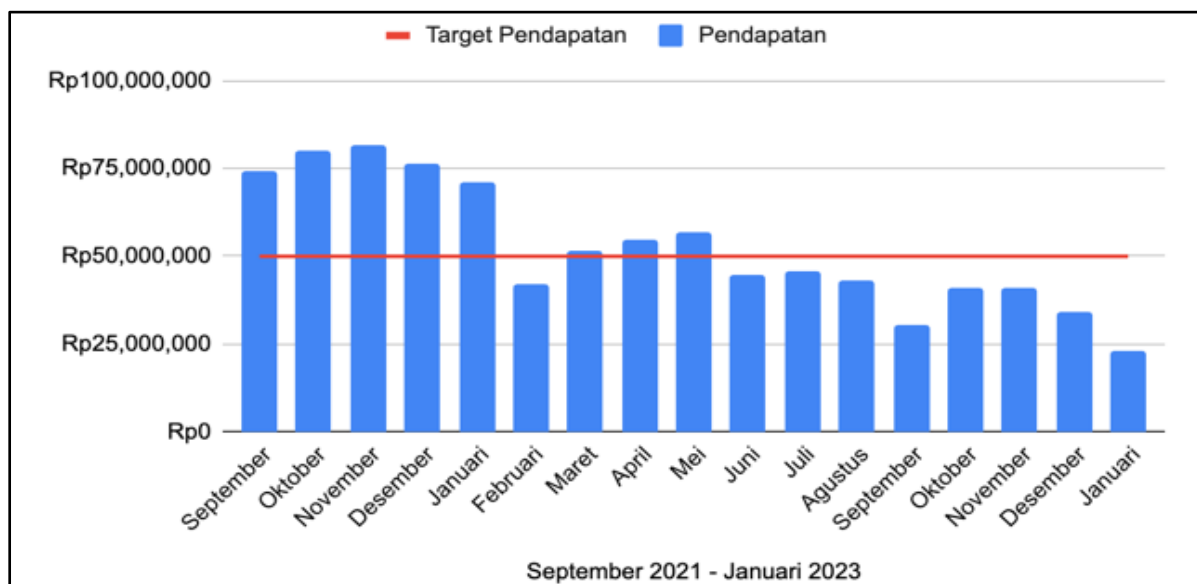


Figure 1. Revenue Declining at MORE Coffee & Space in 2021-2023

Based on Figure 1 shows that there is a decline in MORE Coffee & Space's revenue from 2021 to 2023. On Figure 1 there is the red line that shows the revenue target of MORE Coffee & Space which was declared and determined by the owner itself. The revenue is decreasing and has not even reached the revenue target. An analysis of the problem was conducted to identify the underlying issues. Interviews were conducted with 18 respondents. Among these respondents, 12 were new customers. Out of these 12, respondents stated that they would not return to MORE Coffee & Space due to complaints about the service they received.

Based on the analysis of the problem, it was found that there is a gap between the perceptions and expectations of customers regarding the services provided at MORE Coffee & Space. According to (Parasuraman et al., 1985), service quality is the extent of the difference between the reality and the expectations of customers regarding the services they receive. Therefore, MORE Coffee & Space has a service quality issue, leading to an inability to maintain customer retention for repeat visits. Consequently, this research was conducted to determine the current level of service quality and to provide suggestions based on the findings.

According to (Zeithaml & Berry, 1988), service quality is a reflection of consumers' evaluative perceptions of the service they receive. According to the American National Standards Institute (ANSI) and the American Society for Quality (ASQ), quality itself is defined as the totality of features and characteristics of a product or service that depend on each capability to satisfy customer needs. When related to services, it is essential to consider the quality of the service provided to gain trust and provide accountability for the service delivered by the service provider. Therefore, maintaining service quality is crucial for service providers to earn trust and create a positive perception to meet customer needs and expectations. If there is a discrepancy between what customers expect and their perceptions of the service received, it indicates a problem with the quality of service provided by the service provider.

The purpose of this study is to determine the current level of service quality and to provide suggestions based on the findings. So that can be an improvement of the service quality at MORE Coffee & Space and leading to the increased revenue. The results of the study are expected to help MORE Coffee & Space by evaluating and improving their service in the matter of fulfilling customer expectations.

2. Literature Review

The method used is an integration of the SERVQUAL method and Importance Performance Analysis (IPA). SERVQUAL is a method for assessing service quality developed by (Zeithaml & Berry, 1988). Using the SERVQUAL concept, it is possible to measure the gap between customers' perceptions of the service received and the reality experienced. Importance Performance Analysis (IPA) is a method used to evaluate customer attributes in terms of importance and performance, thereby determining improvement priorities (Ormanovic et al., 2017). By integrating these two methods, the current level of service quality can be evaluated, the importance of assessment attributes can be mapped, and improvement suggestions can be designed accordingly.

Some research which focuses on service quality has been done with various units of analysis and research methods. There are research which integrates SERVQUAL with IPA or with any other methods. Research from (Bang Ben et al., 2023) are integrating SERVQUAL and IPA for improving service quality, exploring customer perceptions, and impact of the marketing to the revenue. Their findings are the service quality of the cafe is found given a well performed service quality. They use a descriptive quantitative method and distribute a SERVQUAL questionnaire to interpret and gather the customer satisfaction and use the IPA method to identify the areas of improvement. Research from (Aulia et al., 2023) also uses integrated SERVQUAL and IPA methods to analyze service quality at a restaurant. They used SERVQUAL to assess service quality and count the gap of expectations and perceptions. Therefore, IPA is used for identifying the service attributes that need improvement. Their finding is the service quality is on a low performance shown by the negative value of SERVQUAL gap calculation. Research from (Tileng et al., 2013) is also using those two methods but the difference is that in this research the unit of analysis is a public service. The research utilized the IPA method and primary data gathered through questionnaires distributed to the public. The questionnaire is constructed using the SERVQUAL dimensions. They are using SPSS Software to do the validation tests and reliability tests.

The development of previous research of service quality studies that are using SERVQUAL and integrated with other methods is presented in the State of the Art (SOTA) in Table 1.

Table 1. State of The Art (SOTA)

Researchers	Unit of Analysis	Methods		
		SERVQUAL	IPA	Other Methods
(Andy & Moekoe, 2013)	Travel Agent Company	V		V
(Tarigan et al., 2019)	Hospital	V		V
(Najiyah & Dachyar, 2021)	Logistic Service	V	V	V
(Kayapınar & Erginel, 2019)	Airport Service	V		V
(Tileng et al., 2013)	Public Service	V	V	
(Chusaeni et al., 2020)	Education	V	V	V
(Indrawidjajanto & Syairudin, 2020)	Industrial	V	V	V
(Aulia et al., 2023)	Cafe	V	V	
(Bang Ben et al., 2023)	Restaurant	V	V	
(Murgani & Hasibuan, 2022)	Logistic Service	V		V
This Research	Coffee Shop	V	V	

Table 1 shows the findings of the previous research that analyze a service quality which are basically using the SERVQUAL method. Table 1 also shows the positioning of this research compared with previous study. There are various units of analysis and methods done for improving quality service. The slight difference of this study is the integration of the SERVQUAL and IPA method combined with the unit of analysis which focused on a Coffee Shop that had never been researched before. This study also uses a descriptive quantitative method to employ the whole research.

3. Research Method

This study was conducted to analyze the level of service quality at a coffee shop and plot some areas of improvement based on the service quality level. Descriptive quantitative research is suitable for the research. The main things that need to be found out are seeking for the attributes that suits with the research object. Attributes of the service quality are identified by studying previous literatures. There are 5 previous study which conducting a similar study. The first research by (Parasuraman et al., 1994) is a study that investigates service quality assessment attributes based on the SERVQUAL concept by Parasuraman himself. The second research, by (Stevens et al., 1995), is a journal that studies derivative attributes of SERVQUAL that have been modified to assess service quality for restaurants. The third research, by (Reggie et al., 2021) investigates the relationship between service quality and customer satisfaction in coffee shops. The fourth research, by (Yuan et al., 2015) evaluates service quality in coffee shops. The fifth research, by (Ginting et al., 2021), explores customer satisfaction and its relation to service quality in coffee shops. The third to fifth journals specifically investigate service quality in coffee shops. Therefore, it is expected that there will be many specific attributes that can

assess service quality in coffee shops. From studying the previous study, a total of 33 attributes are identified.

Next, the development and distribution of the questionnaire were carried out. The questionnaire was designed based on the SERVQUAL concept by (Zeithaml & Berry, 1988). The questionnaire consists of four sections. The first section covers the respondent's profile. The second section assesses customer expectations of coffee shops in general. The third section evaluates customer perceptions of MORE Coffee & Space. The fourth section assesses the importance level of each attribute. A Likert scale with 7 points was used, ranging from 1 (strongly disagree) to 7 (strongly agree). Sampling was conducted using Non-Probability Sampling with a Purposive Sampling technique. The sample population consisted of customers at MORE Coffee & Space. The minimum sample size, based on (Hair et al., 2010), is five times the number of attributes, resulting in a minimum sample size of 165. The distribution was conducted at various times of day—morning, afternoon, evening, and night—over one week.

The collected data then underwent validity and reliability testing. The tests were conducted using IBM SPSS version 25 software. Validity testing was performed using factor analysis. Factor analysis was conducted for perception-expectation data and importance level data. The results of the factor analysis indicated the formation of one factor with a loading factor value that met the threshold of >0.4 (Pituch & Stevens, 2016). Reliability testing was performed using Cronbach's alpha. The reliability test results showed that the data had good reliability with a Cronbach's alpha value of >0.7 (Eisingerich & Rubera, 2010).

4. Results and Discussion

4.1. Results

The subject of this study were MORE Coffee & Space customers who were visiting and purchasing at the coffee shop. The profile of the respondents is shown on Table 2.

Table 2. Respondent Profile

Statement	Amount	Percentage (%)
Gender		
Male	85	51.5%
Female	80	48.5%
Age		
<17y.o	6	3.6%
17-20 y.o	46	27.9%
21-25 y.o	74	44.8%
25-30 y.o	32	19.4%
>30 y.o	7	4.2%
Profession		
Student	21	12.7%
College Student	84	50.9%
Civil Servant	12	7.3%
Do Business	17	10.3%
Freelance	4	2.4%
Housewife	2	0.12%

Statement	Amount	Percentage (%)
Activity		
Working	13	7.9%
Doing Task	30	18.2%
Meeting	16	9.7%
Hangout	104	63%
Meet some Friends	1	0.6%
Healing	1	0.6%
Time Spent on Coffee Shop		
<30 Minutes	8	4.8%
30 - 60 Minutes	111	67.3%
60 - 120 Minutes	43	26.1%
>120 Minutes	3	1.8%

Source: Data Processing Result

Table 2 shows that majority of the respondent were a woman as many as 80 people (48.5%) and the remaining 85 people are man (51.5%). The age of the respondent varied from 17 years old until 30 years old or more. Most of the respondents stated that they were aged between 21 - 25 years old. Respondent's profession majority is a college student with the amount of 84 people (50.9%) followed with a student with 21 people (12.7%). The common activity does the respondents done on the coffee shop most of respondents are do hangout with 63% distributed among others. Then, most of the respondents spent 30 - 60 minutes with 111 people (67.3%) stated that. This respondent profile is taken to be a material of discussion compared with the result of data processing.

The calculation of the SERVQUAL score is performed by subtracting the average perception rating from the average expectation rating. The calculation of the SERVQUAL score can be seen in Table 3.

Table 3. SERVQUAL Score

No	Attributes	Average Perceptions	Average Expectations	SERVQUAL Score
A1	Providing services according to the promised time	3.776	5.958	-2.182
A2	Performing the service correctly from the first time	4.182	5.939	-1.758
A3	Items arriving on time and as ordered	4.212	6.133	-1.921
A4	Employees ready to fulfill special customer requests	4.194	5.885	-1.691
A5	Employees being quick in providing service to customers	4.139	5.933	-1.794
A6	Responsive when handling complaints	4.091	6.067	-1.976
A7	Employees having the ability or knowledge to answer customer questions	4.164	6.097	-1.933
A8	Employees able to instill trust in customers	4.188	5.842	-1.655
A9	Employees able to make customers feel safe in handling their orders	4.236	5.970	-1.733
A10	Coffee shop employees who are easily reachable	3.345	5.903	-2.558

No	Attributes	Average Perceptions	Average Expectations	SERVQUAL Score
A11	Employees consistently being polite to customers	4.321	6.042	-1.721
A12	Employees giving individual attention to customers	3.982	5.691	-1.709
A13	Employees having the ability to understand customer needs and to reassure customers	4.012	5.806	-1.794
A14	A coffee shop that makes customers its top priority	4.097	5.915	-1.818
A15	Employees able to provide information and recommend products to help customers make decisions	4.194	5.909	-1.715
A16	Adequate parking facilities and visually appealing buildings	4.364	6.188	-1.824
A17	Employees who dress cleanly, neatly, attractively, and professionally	3.406	6.315	-2.909
A18	A coffee shop having a clean and hygienic dining environment	3.430	6.358	-2.927
A19	A coffee shop having comfortable seating areas in good condition	3.388	6.255	-2.867
A20	A coffee shop having clean restrooms	3.230	6.376	-3.145
A21	Employees always smiling when serving customers	3.945	6.006	-2.061
A22	Employees able to help each other maintain service quality when the restaurant is busy	3.879	5.933	-2.055
A23	Quick in handling transaction processes	4.212	6.170	-1.958
A24	A restaurant having a comfortable dining space that facilitates customer movement	3.861	5.891	-2.030
A25	Easy to contact or provides a contact number	4.255	5.679	-1.424
A26	Employees showing genuine interest in solving customer problems	4.224	5.909	-1.685
A27	A coffee shop having a menu that is visually appealing and easy for customers to read	4.139	6.085	-1.945
A28	Coffee shop operating hours that make customers comfortable	4.370	5.976	-1.606
A29	A strategic location	5.073	6.012	-0.939
A30	Providing consistent service	4.267	6.073	-1.806
A31	Providing service regardless of social status	4.491	6.024	-1.533
A32	Giving accurate bills that match the orders	4.582	6.218	-1.636
A33	Providing easy transaction processes (Cash and Non-cash)	4.921	6.224	-1.303

Source: Data Processing Result

Based on Table 3, among all 33 attributes, it is evident that all attributes are performing poorly because they are below the value of 0. Therefore, it can be interpreted that MORE

Coffee & Space has not yet met customer expectations for the services provided. Thus, all service attributes of MORE Coffee & Space need improvement to enhance the current service quality, which is still unsatisfactory.

Mapping is conducted using an IPA (Importance-Performance Analysis) diagram consisting of 4 quadrants. Quadrant 1 (Concentrate Here) indicates factors that are considered important and should be prioritized for improvement. In Quadrant 1, it can be noted that the performance quality is still below customer expectations. Quadrant 2 (Keep Up the Good Work) represents factors that are also important and prioritized for improvement, but where the service quality already meets customer expectations. Quadrant 3 (Lower Priority) indicates that factors are not very important and are not a priority for improvement, as their impact and importance to customers are minimal. Quadrant 4 (Possible Overkill) contains factors that are not very important and are not prioritized for improvement. The mapping uses SERVQUAL scores and IPA importance rating data. The X-axis represents SERVQUAL scores, and the Y-axis represents the level of importance. The IPA diagram mapping can be seen in Figure 2.

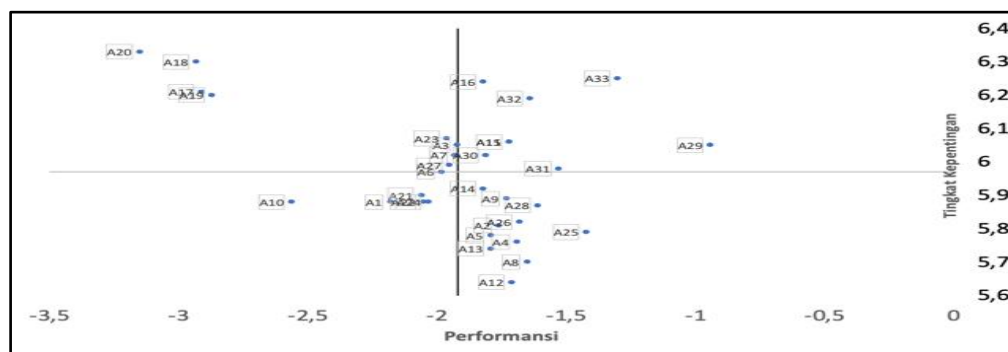


Figure 2. Importance Performance Analysis Diagram

Based on Figure 2, all attributes are performing poorly, as they are below the zero mark. Therefore, all attributes are considered for improvement. However, the priority for improvement is given to the attributes located in Quadrant 1, which have the poorest performance and high importance. List of attributes that are in Quadrant 1 are A20, A18, A17, A19, A23, A3, A7, A27, A6.

4.2. Discussion

The first objective of this study is to identify the attributes that can evaluate the quality of service at MORE Coffee & Space. Based on Table 3, it can be shown 33 attributes that can be used to evaluate the quality of service at MORE Coffee & Space. The whole attributes are collected by analytical process with literature review and discussion with the owner of the coffee shop to gain the most relevant attributes to the context of study.

Then can be measure the service quality level by counting the SERVQUAL score. By subtracting customer expectations from customer perceptions, the SERVQUAL score is obtained. The average of SERVQUAL score of all attributes is -1.93. The result on Table 3 shows that MORE Coffee & Space has a gap between customer expectation and customer perceptions. It can be seen from the SERVQUAL score that the average is below zero.

Importance level of service quality attributes is plotted by the IPA diagram. Quadrant 1 of IPA's diagram is the most important attributes to be evaluated. The proposed improvements are provided for the attributes in Quadrant I of the IPA diagram, which are a priority for

improvement. Suggestions are given for all attributes in Quadrant I. The proposed improvements are only given to the attributes located in Quadrant 1 of the IPA diagram because these attributes are the top priority for improvement. Although all the attributes of service quality are on the low performance and have a negative SERVQUAL score, but priority for the improvement are chosen only for all attributes on Quadrant 1 only. But the suggestion given is to watch and control all the attributes because all of the attributes needed evaluation.

In the IPA diagram, Quadrant 1 represents attributes that are considered very important by customers but have low performance. Therefore, the focus of improvements is directed towards these attributes to enhance customer satisfaction and overall performance. Besides that, discussion was held with the owner of the coffee shop, and they agreed to this decision to design the proposed improvements based on Quadrant 1 of the IPA diagram. The summary of proposed improvements for all attributes can be seen in Table 4. In Table 4, it is noted that a total of 16 proposed improvements are provided for 9 attributes that are prioritized for improvement. The research subject is expected to implement the proposed improvements to rectify and enhance the current substandard level of service quality.

Table 4. Proposed improvement

Attributes	Proposed Improvements
A20	Appoint one employee from MORE Coffee & Space as the PIC (Person in Charge) for the cleanliness and completeness of the toilets. Create a toilet cleaning SOP. Provide tissues at each table.
A18	Add additional work instructions for waiters to periodically clean dining tables. Create uniforms for employees.
A17	Provide uniform hair covers such as hats for employees with long hair and supply gloves. Repaint tables that are rusted and have peeling paint.
A19	Fix wobbly chairs by tightening loose bolts. Increase the number of chairs with backrests to make customers more comfortable.
A23	Upgrade the devices used for the cashier system. Provide specialized training for employees working as cashiers.
A3	Give additional instructions to the head barista and head kitchen to recheck orders before they are handed to customers. Conduct regular training for employees every six months.
A7	Provide training for part-time employees equivalent to the training for regular employees.
A27	Replace the paper menu with gadgets or tablets
A6	Hire an admin to manage social media and serve as an online customer service representative.

Source: Data Processing Result

5. Conclusion

To evaluate the service quality at MORE Coffee & Space, 33 attributes were identified that can be used for service quality evaluation. The service quality at MORE Coffee & Space has an average gap or SERVQUAL score of -1.93, indicating that the service quality is considered poor as it fails to meet the expectations of customers, resulting in a negative SERVQUAL gap score.

The importance level of each service quality attribute at MORE Coffee & Space varies. All attributes have an average importance level of 5.976, indicating that all attributes are highly important. Based on the IPA diagram mapping, improvement priorities are given to attributes in Quadrant I, including attributes: A20, A18, A17, A19, A23, A3, A7, A27, and A6. Attributes in Quadrant I are prioritized for improvement because they have the lowest performance and the highest importance.

Subsequently, proposed improvements are provided to enhance the service quality at MORE Coffee & Space. A total of 16 proposed improvements are given for the 9 attributes that are prioritized for improvement.

Limitations of The Research and Suggestions for Further Research

This study focuses solely on the evaluation of service quality at MORE Coffee & Space using SERVQUAL attributes. Other methods could be employed to support this research, potentially providing greater variety in the results and serving as valuable input for MORE Coffee & Space. Furthermore, it is recommended to use or incorporate additional methods to include attributes that are relevant to coffee shops.

This study uses a purposive sampling so that can be found, and the results of this study are not representative of the entire because not all individuals in the population have the same chance of being selected, the results of the study may not be generalizable to the entire population. Furthermore, it is recommended to consider using other sampling methods, such as stratified sampling or random sampling, to compare results and ensure that the findings are more representative of the broader population.

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