



Quality of Service Evaluation Modern Retail Based On Importance Performance Analysis Method

Ni Wayan Melia Dwi Utami¹, Ketut Ayu Novaryani Putri², Ade Nopi Satyawati³, I Gusti Ayu Ketut Giantari⁴

¹Department of Management, Faculty of Economic and Business, Universitas Udayana, Denpasar Timur, 80112, Indonesia

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CORRESPONDENCE

Phone : 085858362315
E-Mail :
meliadwiutami13@gmail.com

ABSTRACT

The main focus of the study is to analyze important attributes in modern retail to know the performance of modern retail. The Importance-Performance Analysis (IPA) method, is an analytical method used to determine the level of performance of modern retail management in creating service quality attributes to modern retail customer perceptions. This study involved 100 respondents who were at least 18 years old and made purchases at Indomaret at least once a month or in the last three months. Research respondents were randomly selected using online survey methods. The results showed that there are four attributes of the indicators (RA1, EP1, TE4 and TE7) were the top priority at Indomaret outlets in Denpasar City. This means that Indomaret must prioritize which indicators are considered important in accordance with customer expectations. However, when viewed from the average value of the lowest level of performance, it is indicated by the indicator (TE7), namely the adequate parking area. Customers have the perception that Indomaret has not been able to provide adequate parking in accordance with consumer expectations. So that this is a concern in the future implementation of Indomaret management in Denpasar City to improve the performance of these indicators is to add sufficient parking space in accordance with current consumer needs.

INTRODUCTION

Retail is a set of business activities that add value to products and sales services to consumers for personal or family use or consumption according to Utami (2017: 6) in an effort to increase foreign exchange and reduce unemployment in Indonesia, the opening retail business is one way that can be done because this business has great potential to develop in the Indonesian market. This potential is seen from the increasing income of the Indonesian people to shop for their daily needs, so that this business can become a promising job market.

Both foreign and local retail companies, from minimarkets to hypermarkets, will create competition among themselves. Every company is required to be able to satisfy the psychological aspects of customers by assessing the desires, needs and expectations of customers towards the market. This strategy is carried out due to the fact that customers who are dissatisfied with the goods or services they have consumed will look for providers of goods or services from other companies that are able to satisfy their needs.

One of the modern retail minimarkets that is currently being developed and has received a good response from the public is Indomaret. Indomaret

started building its business in Indonesia in 1988. Indomaret is growing very rapidly with the number of store outlets in October 2022, based on information obtained from the official Indomaret website, this modern retail company has 20.853 outlets. Most of the merchandise supply for all outlets comes from 42 centers Indomaret distribution which provides more than 5.000 types of products.

Continuous quality improvement is the key to success in this modern retail business because satisfaction itself is a function of performance and expectations. If the performance is below expectations, the consumer is dissatisfied but if the performance meets expectations, the customer is satisfied and if the performance exceeds expectations, the consumer is highly satisfied and delighted. In principle, Indomaret sells its products using good sales strategies and techniques, so that the commodities it offers sell well. As for one of the sales techniques in question is related to how and how high the quality of service provided to consumers.

Based on this, apart from the completeness of the products owned by Indomaret, there are other factors, namely the quality of services provided, which has made Indomaret one of the modern retailers chosen by consumers, thus influencing the rapid development of Indomaret. Thus to maintain the existence of the trademark that has been built so far, Indomaret needs to make improvements so that it can survive in the face of its competitors. Improvements made must be internal or external to the company. One way that can be done is to determine the level of customer satisfaction based on the results of a customer satisfaction survey as seen from the company's performance in providing services.

Previous research conducted by (Waturandang et al., 2021) showed that there was high consumer satisfaction at Indomaret Megamas Manado. Research conducted by (Andika et al., 2018) also shows results that Indomaret is superior in customer satisfaction to service quality compared to its competitors.

In contrast to the research conducted by (Esterlita et al., 2020) the results showed that there was customer dissatisfaction with the promotions carried out by Indomaret in Manado City. The results of other studies also say that the service side of Indomaret outlets has a high gap between

expectations and reality, so it is necessary to improve the quality of service at these Indomaret outlets (Sulistyo et al., 2022).

In Bali itself, even though there are many types of modern retail or minimarkets, Indomaret is still one of the modern retailers that people choose. The case study used is the Indomaret modern retail in Denpasar City which is one of the modern retail outlets in the City Center in Bali. The purpose of this study is to explain the quality of Indomaret's modern retail services in Denpasar City using the Importance Performance Analysis method.

METHOD

The research approach used is descriptive quantitative using online survey methods to modern retail customers. The sample is a portion of the subjects in the population studied, which of course are able to represent the population in a representative way. (Rahyuda, 2020:196). The sample population in this study is Indomaret outlet customers. The research sampling method used was non-probability sampling with a purposive sampling technique, with the respondent's criteria being domiciled or residing in Denpasar City, at least 18 years old with the last education from SMA/SMK/equivalent, and having made at least one purchase at Indomaret outlets. times in the last three months. The number of research indicators that make up the research model is 23 indicators. The number of respondents who filled out the survey was 107 individuals while the number of respondents who met the criteria was 100 individuals, so the number of samples used in the study was 100 individuals.

The variables used in this study are the level of importance and performance which are constructed from 5 dimensions of service quality according to Zeithaml et al., (in Hardiyansyah, 2018: 46) which consists of reliability, responsiveness, assurance, empathy, and tangibles. The measurement scale used is a five-level Likert scale, namely (1) strongly disagree, (2) disagree, (3) quite agree, (4) agree, (5) strongly agree.

Table 1. **Importance and Performance Rating Indicators**

Dimensions	Code	Indicator
Reliability	RA1	Equipment for sale
	RA2	Compatibility of price with quality of goods
	RA3	Goods sold are guaranteed quality (free from expiration or product defects)
	RA4	Appropriateness of the implementation of the promotion (bonus/discount) with what was promised
	RA5	Conformity of the price stated on the label with the output on the receipt
	RA6	Timely store opening and closing hours
Responsive	RE1	Fast response from employees to help customers
	RE2	The readiness of employees to deal with customer difficulties
	RE3	Willingness to handle return and replacement of expired or product defects
Assurance	AS1	Politeness and friendliness of employees
	AS2	Honesty of employees in conducting transactions
	AS3	Employees have the knowledge to answer consumer questions
	AS4	Safety while shopping
Empathy	EP1	Customers get information when there is a promo for the goods sold
	EP2	Customers may submit complaints if there are problems during shopping
	EP3	Employees handle consumer complaints directly
Tangibles	TE1	Comfortable lighting and room temperature
	TE2	Store cleanliness
	TE3	Organized layout and arrangement of items
	TE4	There are supporting facilities (Toilet)
	TE5	Availability of various payment methods (cash and non-cash)
	TE6	Easy to reach location
	TE7	Adequate parking area

Source: modified article development (Nur et al., 2020).

The data collected is in the form of primary data from respondents in the form of information which includes research variables. The instrument used in this study was an online questionnaire using the Google Form. The questionnaire is divided into three main parts, namely screening questions, profiling, and main questions related to research indicators. The online questionnaire was distributed in the form of a Google Form link via social media. Types of questions in research using closed questions.

The data analysis technique used is the Importance Performance Analysis (IPA) method which shows the relationship between the level of importance and service quality. The level of importance and service quality is measured based on the average value given by each respondent to each indicator. The dividing line for the level of interest and service quality is calculated based on the average value of the respondents' ratings for each indicator.

RESULTS AND DISCUSSION

The characteristics of Indomaret retail customer respondents are described through demographic aspects including gender, age, domicile, last education, and current job. Respondent

characteristics aim to help understand the diversity of answers from respondents. The gender of respondents who are Indomaret customers in Denpasar City are mostly women, namely 81 percent, while men have a percentage of 19 percent. The age characteristics of the respondents were dominated by the age range of 18-28 years with a percentage of 100 percent. The educational level of the respondents was dominated by the education level of SMA/SMK/equivalent, namely 95.2 percent. Respondents who are Indomaret customers in Denpasar City are dominated by students, namely 95.2 percent. Respondents are dominated by customers who live or live in the South Denpasar sub-district with a percentage of 42.9 percent.

Validity Test

Valid instruments according to Sugiyono (2017: 198) are instruments that can be used to measure what should be measured. A valid instrument will produce research results that are later expected to be feasible. Before the questionnaires were distributed, a validity test was carried out on 37 respondents to find out whether the questionnaire met the requirements when used to obtain data. The results of testing the validity of each indicator with SPSS can be seen in the item-total statistics table output in the corrected item-total correlation column. The results of the validity test on 37 respondents are presented in the following table.

Table 2. **Output of Important Level Validity Test**

Dimensi	Kode	Pearson Correlation	Keterangan
Reliability	RA1	0.364	Valid
	RA2	0.458	Valid
	RA3	0.669	Valid
	RA4	0.493	Valid
	RA5	0.603	Valid
	RA6	0.364	Valid
Responsive	RE1	0.669	Valid
	RE2	0.458	Valid
	RE3	0.630	Valid
Assurance	AS1	0.493	Valid
	AS2	0.460	Valid
	AS3	0.471	Valid
	AS4	0.553	Valid
Empathy	ET1	0.384	Valid
	ET2	0.396	Valid
	ET3	0.461	Valid
Tangibles	TA1	0.603	Valid
	TA2	0.603	Valid
	TA3	0.630	Valid
	TA4	0.583	Valid
	TA5	0.471	Valid
	TA6	0.461	Valid
	TA7	0.500	Valid

Source: processed primary data, 2022

Table 3. Output of Performance Level Validity Test

Dimensi	Kode	Pearson Correlation	Keterangan
Reliability	RA1	0.448	Valid
	RA2	0.503	Valid
	RA3	0.574	Valid
	RA4	0.606	Valid
	RA5	0.558	Valid
	RA6	0.661	Valid
Responsive	RE1	0.680	Valid
	RE2	0.653	Valid
	RE3	0.617	Valid
Assurance	AS1	0.668	Valid
	AS2	0.718	Valid
	AS3	0.644	Valid
	AS4	0.748	Valid
Emphaty	ET1	0.634	Valid
	ET2	0.786	Valid
	ET3	0.760	Valid
Tangibles	TA1	0.624	Valid
	TA2	0.754	Valid
	TA3	0.613	Valid
	TA4	0.682	Valid
	TA5	0.575	Valid
	TA6	0.654	Valid

Source: processed primary data, 2022

Reliability Test

The reliability test aims to find out to what extent the consistency of the measuring instrument used, so that if the measuring instrument is used again to examine the same object with the same technique even though the time is different, the results obtained will be the same (Sugiyono, 2018: 203). The measurement results can be trusted if in several times carrying out measurements of the same group of objects, relatively the same results are obtained even though there is still tolerance if there is a difference. Before the questionnaire was distributed, a reliability test was carried out on 37 respondents to find out whether the questionnaire met the requirements when used to obtain data. In this study, researchers used the Cronbach's alpha method. The value of an instrument is said to be reliable if the Cronbach's alpha value is ≥ 0.60 .

Table 4. Output of Important Level Reliability Test

Dimensi	Cronbach Alpha	Keterangan
Reliability	0.821	Reliabel
Responsive	0.787	Reliabel
Assurance	0.784	Reliabel
Emphaty	0.731	Reliabel
Tangibles	0.907	Reliabel

Source: processed primary data, 2022

Table 5. Output of Performance Level Reliability Test

Dimensi	Cronbach Alpha	Keterangan
Reliability	0.837	Reliabel
Responsive	0.811	Reliabel
Assurance	0.816	Reliabel
Emphaty	0.807	Reliabel
Tangibles	0.911	Reliabel

Source: processed primary data, 2022

The previous table shows that the results of the validity test of the 46 questionnaire items in this study are valid because the coefficient value is above 0.325 so that they can proceed to further analysis. In addition, all construct indicators show Cronbach alpha values > 0.60 . It can be explained that all construct indicators in this study are reliable and feasible to be used as research instruments.

The average performance on each indicator is the basis for determining whether or not the level of service quality in modern retail is good or bad. This is done by comparing the value of performance in a particular indicator to the average value of the performance of all indicators. In this case, the average value of the performance (quality of service) of all indicators is 4.11. To determine the level of importance of an indicator is done by comparing the average value of the importance of an indicator to the average value of the importance of all indicators. The average value of the variable importance level of all indicators is 4.76. The overall calculation and assessment results are shown in Table.

Table 6. Service Quality Assessment Indicators Based on Importance and Performance Level

Dimensions	Code	Indicator	Importance	Performance	GAP
Reliability	RA1	Equipment for sale	4.79	3.94	0.85
	RA2	Compability of price with quality of goods	4.58	3.91	0.67
	RA3	Goods sold are guaranteed quality (free from expiration or product defects)	4.79	4.50	0.29
	RA4	Appropriateness of the implementation of the promotion (bonus/discount) with what was promised	4.65	3.94	0.71
	RA5	Conformity of the price stated on the label with the output on the receipt	4.78	4.40	0.38
	RA6	Timely store opening and closing hours	4.70	4.44	0.26
Responsive	RE1	Fast response from employees to help customers	4.79	4.55	0.24
	RE2	The readiness of employees to deal with customer difficulties	4.78	4.15	0.63
	RE3	Willingness to handle return and replacement of expired or product defects	4.67	3.79	0.88
Assurance	AS1	Politeness and friendliness of employees	4.88	4.20	0.68
	AS2	Honesty of employees in conducting transactions	4.94	4.14	0.80
	AS3	Employees have the knowledge to answer consumer questions	4.50	4.20	0.30
	AS4	Safety while shopping	4.80	4.20	0.60
Emphaty	EP1	Customers get information when there is a promo for the goods sold	4.88	3.79	1.09
	EP2	Customers may submit complaints if there are	4.55	4.00	0.55

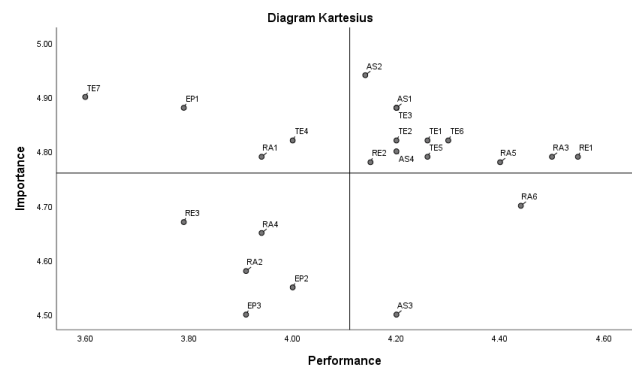
<i>Tangibles</i>	TE1	Comfortable lighting and room temperature	4.82	4.26	0.56
	TE2	Store cleanliness	4.82	4.20	0.62
	TE3	Organized layout and arrangement of items	4.88	4.20	0.68
	TE4	There are supporting facilities (Toilet)	4.82	4.00	0.82
	TE5	Availability of various payment methods (cash and non-cash)	4.79	4.26	0.53
	TE6	Easy to reach location	4.82	4.30	0.52
	TE7	Adequate parking area	4.90	3.60	1.3
Average value			4.76	4.11	
Highest value			4.94	4.55	
Lowest value			4.50	3.60	

The level of importance of an indicator has a different weight. Weighting the importance of each indicator is assessed based on the average value. This level of importance illustrates the expectations of service indicators in modern retail. Based on the research results, the highest average value is 4.94 which is shown in the AS2 indicator. That is, an indicator of employee honesty in conducting transactions is an indicator that is expected by customers of Indomaret outlets. The average value of the lowest level of interest is shown in the EP3 indicator, namely employees handling consumer complaints directly. This means that the ability of employees to handle consumer complaints directly is not an indicator expected by Indomaret outlet customers.

The level of performance is assessed based on the average value given by each respondent. The highest performance level is the RE1 indicator, namely the fast response from employees to help customers, with an average value of 4.55. That is, the fast response from employees to help customers is one of the indicators that has been rated well by customers. The lowest average value is the TE7 indicator, which is an adequate parking area with an average value of 3.60. This means that Indomaret customers feel that the parking area for Indomaret outlets is inadequate.

The modern retail development strategy is prepared based on priority improvement dimensions using the Importance-Performance Analysis method. The use of the Importance-Performance Analysis method is useful for prioritizing attribute improvement in modern retail based on the level of modern retail customer assessment (Nur et al. 2020).

Figure 1. Performance Analysis Based on Customer Perceptions of Indomaret Outlets in Denpasar City



The first quadrant is a high level of importance but low performance on indicators (high priority). This quadrant contains attributes that are considered important by customers, but are not in accordance with customer expectations (Wong et al., 2011). Indicators that enter into the first quadrant are attributes that must be improved. Based on figure 1, completeness of goods sold (RA1), customers receive information when there is a promo for goods sold (EP1), there are supporting facilities such as toilets (TE4), and adequate parking area (TE7) are indicators that enter into the first quadrant. This means that these attributes need to be improved to improve the performance of Indomaret outlets in Denpasar City.

The second quadrant is the level of high importance and high performance indicators (maintain). This quadrant contains attributes that need to be maintained because they have met customer expectations (Wong et al., 2011). Based on figure 1, the attributes included in the second quadrant are quality guaranteed goods sold (RA3), conformity of price with output on receipt (RA5), quick response from employees to help customers (RE1), alertness of employees to handle customer difficulties (RE2), politeness and friendliness of employees (AS1), honesty of employees in conducting transactions (AS2), safety when shopping (AS4), comfortable lighting and room temperature (TE1), cleanliness of the store (TE2), layout and orderly arrangement of goods (TE3), availability of various payment methods (TE5), and easily accessible locations (TE6). That is, these attributes are strengths that need to be maintained by Indomaret management. If these strengths fail to

be maintained, then these attributes become a top priority that needs to be developed.

The third quadrant is the level of low importance and performance on low priority indicators. This quadrant is a low priority because it contains attributes that are considered less important by customers (Wong et al., 2011). Based on figure 1, the attributes included in the third quadrant are price compatibility with product quality (RA2), conformity of the promotion with what was promised (RA4), willingness to handle returns and replacement of expired or damaged goods (RE3), customers are allowed to submit complaints if they experience shopping problems (EP2), and employees dealing with consumer complaints directly (EP3). That is, if these attributes fail to be maintained then it will not affect customers so this will not become a threat to Indomaret outlet management in Denpasar City.

The fourth quadrant is the level of low importance and high performance indicators (over). This quadrant contains excessive performance attributes so that the allocation of resources should be used to improve improvements in the first quadrant attributes (Wong et al., 2011). Based on figure 1, the attributes included in the fourth quadrant are shop opening and closing hours on time (RA6) and employees having the knowledge to answer consumer questions (AS3). That is, in general these attributes have met customer expectations so that there is no need for continuous development. The allocation of resources for the development of modern retail in this aspect should be used to develop attributes in the first quadrant attribute, namely the completeness of goods sold (RA1), customers receive information when there is a promo for goods sold (EP1), there are supporting facilities such as toilets (TE4), and adequate parking area (TE7).

At Indomaret modern retail in Denpasar city, the indicators that enter the first quadrant sequentially are completeness of goods sold (RA1), customers receive information when there is a promo for goods sold (EP1), there are supporting facilities such as toilets (TE4), and parking areas adequate (TE7). Handling the completeness of goods sold can be done by adding or selling more complete products according to current consumer needs. Information regarding promos for goods sold must be conveyed by employees when new customers enter Indomaret outlets or when making payments

at the cashier. The lack of supporting facilities such as toilets can be overcome by providing clean and proper toilets at every Indomaret outlet. As well as for the availability of parking, before setting up outlets must also consider adequate parking access for cars and motorbikes.

Some of these things can be suggestions for managerial implications for modern retail companies to increase and improve the performance of Indomaret modern retail outlets in Denpasar City.

DISCUSSION

The purpose of this study is to explain the quality of Indomaret's modern retail services in Denpasar City using the Importance Performance Analysis method and our research shows that there are several attributes that need to be improved by retail, in line with the results of previous research conducted by (Sulistyo et al., 2022).

Based on the results of our research, the honesty of employees in conducting transactions is the indicator most expected by Indomaret outlet customers. Meanwhile, the ability of employees to handle consumer complaints directly is not an indicator expected by Indomaret outlet customers.

The highest service quality gap is related to the tangibles dimension which indicates that the parking area for Indomaret outlets is inadequate. Research conducted by (Fatima et al., 2018) states that the tangibles dimension is the main factor that influences the service quality of a business so that improving the quality of services in physical form is something that must be prioritized.

Our research shows that there are four indicators that fall into the first quadrant, namely the completeness of goods sold (RA1), customers receive information when there are promotions for goods sold (EP1), there are supporting facilities such as toilets (TE4), and adequate parking areas (TE7). Which means, these attributes need to be improved to improve the service performance of Indomaret outlets in Denpasar City.

CONCLUSION

The use of the Importance-Performance Analysis method is useful for giving priority to improving the attributes of modern retail outlets such as Indomaret based on the customer's rating level. In the previous Cartesian diagram it shows that the

attributes that are the top priority for improvement include the completeness of the goods sold, customers get information when there is a promo for the goods sold, there are supporting facilities such as toilets, and adequate parking areas.

Suggestions that can be given to Indomaret management in Denpasar City to improve the performance indicators are first, by adding or selling products in a more complete manner according to current consumer needs. Second, information regarding promos for goods sold must be conveyed by employees when new customers enter Indomaret outlets or when making payments at the cashier. Third, the lack of supporting facilities such as toilets can be overcome by providing clean and proper toilets at every Indomaret outlet. Fourth, for parking availability to be addressed before setting up an outlet, one must consider whether the area for the outlet construction is sufficient or not for access to parking for cars and motorcycles.

Indomaret can improve the service quality of the variables in Quadrant 2 even though consumers have rated it well so that it is superior to competitors. In measuring service quality with the IPA method, Indomaret should do it periodically.

Suggestions that can be given for further research should add the E-WOM variable as the dependent variable and add brand image as an intervening variable in accordance with previous research conducted by (Mahira et al. 2022). The limitation in this study is that the modern retail studied is only limited to Denpasar City so that it cannot be generalized to a wider area.

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AUTHORS BIOGRAPHY

Ni Wayan Melia Dwi Utami

Ni Wayan Melia Dwi Utami is a student majoring in management faculty of economic and business udayana university. She was born in Denpasar on 13 May 2002. She graduated from elementary school of SD N 1 Tuban in 2014. She continued her study in SMP Sunari Loka Kuta in 2017. Then, she continued her study and register in SMA N 2 Kuta and graduated in 2020. She has many organizational experience and often participate in business plan competition.

Ketut Ayu Novaryani Putri

Ketut Ayu Novaryani Putri is a student college majoring in Department of Management Faculty of Economic and Business Udayana University. She was born in Denpasar on 26th of November 2001 and lived in Gianyar Regency. She graduated from SMA N 3 Denpasar on 2020 and now she is on fifth semester. She is join one of student organizations during her study, so she has many organizational experiences and participate on being a committee in several events. In addition, she has experience in any competition such as business plan and marketing plan.

Ade Nopi Satyawati

Ade Nopi Satyawati is a student majoring in management faculty of economic and business udayana university. She was born in Sukadamai on 12 November 2001. She graduated from elementary school of SD N 1 74 Sukadamai in 2014. She continued her study in SMPN 3 Sukamaju in 2017. Then, she continued her study and register in SMAN 2 Luwu Utara and graduated in 2020. She has experience organizations and also participate in several competitions both inside and outside the school environment.

I Gusti Ayu Ketut Giantari

I Gusti Ayu Ketut Giantari was born in Gianyar, Bali on 2nd October 1961. Her success in becoming a Professor as of July 1st 2021 was due to his hard work and tenacity in developing a career as a lecturer at the Faculty of Economics and Business, Udayana University. Her education began from SD N 10 Tabanan and graduated in 1973. She continued his undegraduated study (S1) in the Management Department of Faculty of Economic Udayana University and graduated in 1985. She continued his Masters of Science (S2)

study in the Management Science Program Airlangga University and graduated in 1995. Then she studied in the Management Science Doctoral Program University of Brawijaya and graduated in 2013. She was appointed as a lecturer at the Faculty of Economics Udayana University as of January 1, 1986. Her career experience as a lecturer in 2000 – 2002 was as Assistant Chair 2 of the Masters of Management Program Faculty of Economic and Business Udayana University. In 2005 – 2010 as Assistant Chair I of the FEB Unud Diploma Program. In 2016 – 2018 as Chair of the FEB Unud Management Department. In 2018 - 2022 as Coordinator of Undergraduate Management Study Program Faculty Of Economic and Business Udayana University. And then, since 2022 until now she has been appointed as Chairman of the Indonesian Management Forum (FMI) Coordinator for the Bali Region and also actively conducting research and service in the field of Management.