
INCREASING CUSTOMER SATISFACTION THROUGH IMPROVING SERVICE QUALITY AT THE PURWOREJO POST OFFICE 54100

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ABSTRACT

The level of intense business competition forces company to be able to increase customer satisfaction, apart from that company is required to be able to meet the needs and desires of customers. When the company is unable to increase satisfaction later, competitors may seize the customer. This study used Customer Satisfaction Index (CSI), Importance Performance Analysis (IPA) and Potential Gain Customer Value (PGCV) methods to analyze the level of satisfaction, map service quality and determine the order of priority for improving service quality at the Purworejo Post Office 54100. The research was conducted on 52 customers using the Accidental Sampling technique. The level of satisfaction through CSI was obtained at 80.6%. The IPA obtained 8 indicators that included in quadrant 1 and 5 indicators included in quadrant 3. Quadrant 1 and quadrant 3 obtained the top 5 rankings through PGCV, namely 1) Fast and responsive service, 2) Response to suggestions and complaints, 3) Providing information that is easy to understand, 4) Security from any loss to goods that occurs and 5) Service procedures that are not confusing. It is concluded that Purworejo 54100 Pos Office till needs to make improvements in service quality according to indicators in order of priority.

A. INTRODUCTION

Satisfaction is one of the success factors for every company, the image of good service quality is created not from the point of view or perception of the service provider, but is created from the customer's point of view or perception. Customer satisfaction is the key in creating customer loyalty, because it leads to feelings of pleasure or disappointment from someone who appears after comparing products or services from what they think to what they expect. In addition, customer satisfaction also has many benefits received by the company, such as preventing customer turnover, reducing the level of customer sensitivity regarding price, reducing marketing costs and reducing operational costs.

Customers who are satisfied with the products or services provided by a company will surely continue to use the product or service. They will spend more money and more often to buy the products or services provided. In addition to increasing income, satisfied customers will make the image of the product or service better and better known to the public. They will share their experiences using the product or service with others voluntarily. Conversely, if they are not satisfied it will worsen the image of the product or service offered.

One of the companies engaged in services is PT Pos Indonesia (Persero). The Post Office has a long history in Indonesia, first established in Batavia (now Jakarta) by Governor General GW Baron van Imhoff on August 26, 1746 with the aim of ensuring the security of letters from residents, especially for those who are trading from the offices outside Java and for those who come from or go to the Netherlands. Over time, PT Pos Indonesia now has a network of around 24 thousand service points covering 100 percent of cities/districts, almost 100 percent of sub-districts and 42 percent of sub-districts/villages, then 940 remote transmigration locations in Indonesia.

Out of a total of 4006 post offices spread throughout Indonesia, one of its branch post offices is the Purworejo Post Office. Purworejo Post Office 54100 which is located at Jalan A. Yani No. 2, Plaosan, Kec. Purworejo, Purworejo Regency, Central Java, where the Purworejo Post Office 54100 is a branch post office that oversees 15 sub-post offices in Purworejo district, namely Bagelen, Banyuurip, Bener, Purwodadi, Kaligesing, Sangubanyu, Gebang, Kutoarjo, Bruno, Loano, Kemiri, Pituruh, Butuh, Ngombol, dan Bayan. The reason for choosing this locus is based on the fact that the researcher is from Purworejo and knows enough about how things are going, as well as being a customer of the Purworejo Post office 54100, and as a customer, of course it is natural to want to improve service quality and expect higher satisfaction.

This research was driven by a decrease in the number of transactions from 2017 to 2019, initially in 2016 the number of transactions counted 542.179, then in 2017 there was a decrease which counted 468.583, in 2018 the number of transactions was also not better than 2016 which counted 503.460. then in 2019 it showed slight increase from 507.607, even so the number of transactions was not better than in 2016. All of this happened because many people thought that using the services of the Purworejo Post Office was not effective and efficient, one of which The reason is that mail delivery services take a relatively long time and often experience delays. In addition, there is often a loss of goods that consumers have complained about when using package delivery services to several places in the country and abroad, then coupled with the emergence of many new competitors who are engaged in the same field, all of which makes consumers more attractive. be more selective in choosing the services to be used by them.

The services provided by PT Indonesia (Persero) Post Office Purworejo 54100 have not been assessed as good by consumers, because the service has received great attention in the eyes of consumers, therefore efforts must be made to improve services, so that consumers have a high level of satisfaction, and later expected to be loyal to the company.

Nurually Kartika and Reny Natasya, 2019, conducted research on service quality using Importance Performance Analysis (IPA) and concluded that the Tangible dimensions included in quadrant 1 have lower performance than the level of importance, so improvements are needed. The proposal for improvement in research for the Dental and Oral Hospital (RSCM) "X" is to provide more complete and sophisticated medical facilities and equipment, provide clear instructions or a plan for the examination site and to always check the cleanliness of the examination room and RSCM building through cleaning service, as well as providing drinking water for patients who are waiting for an examination.

Nesya Putri Ardianti and Minto Waluyo, 2021, This research is based on the number of complaints that come in through online reviews related to the XYZ cake shop service, therefore it is necessary to measure the level of importance and performance, and determine priorities for service improvement, this research using the Customer Satisfaction Index (CSI) and Potential Gain Customer Value (CSI)

with 5 variable are tangible, empathy, reliability, responsiveness, and assurance). The results showed that the value of the CSI calculation at the XYZ store was obtained at 71.8% which was in the range of 66-80% which was included in the satisfied category and according to the results of the PGCV calculation there were 3 variables that became the main priority in improvement, namely the availability of tables and chairs for visitors (6.8442), the price listed is proportional to the size of the product (6.0522) and the cleanliness of the equipment for taking bread (6.0048).

The purpose of this study is to analyze the extent to which the level of satisfaction given by the Purworejo Post Office 54100 with the Customer Satisfaction Index (CSI) is the same as that applied in previous research (Nesya Putri Ardianti and Minto Waluyo, 2021) with same variable, and then mapped it in the Importance Performance Analysis quadrant. (IPA) is the same as what was done (Nurually Kartika and Reny Natasya, 2019), This research was also conducted to measure the level of satisfaction and map which attributes need to be prioritized, this research determining the order of priority for improving service quality by using Potential Gain Customer Value (PGCV) and formulating what efforts should be made by the Purworejo 54100 POS Office in improving its services so that they can be of higher quality and more satisfied customers

B. METHOD

This research uses analytical descriptive research method. The population in this study were all customers of the Purworejo Post Office 54100. Determination of the sample in this study using accidental sampling technique and obtained a number of 52 respondents. This study uses primary data. The data collection technique is a closed questionnaire with a Likert scale as the answer scale. There are two questionnaires filled out by respondents that are used to measure the performance and service quality expectations of the Purworejo Post Office 54100 with a scale of 1-5 (very dissatisfied - very satisfied) for performance and a scale of 1-5 (very unimportant - very important) for expectations.

The variables in the study are as follows :

1. Tangible consists of has sophisticated equipment, has a clean and tidy office, has a spacious and comfortable waiting room, has a large and adequate parking space, has a complaint service for customers and has employees who look uniform and neat.
2. Reliability consists of easy access to the location, accuracy of working hours and service procedures that are not confusing.
3. Responsiveness consists of fast and responsive service, the ability of employees to solve customer problems and the speed of the company in responding to complaints, the speed of the company in resolving complaints.
4. Assurance consist of security from any loss or damage to goods that occur, guarantees for the suitability of costs and processing of shipping documents, dexterity and employee experience.
5. Empathy consists of companies establishing good relationships with customers, friendliness of employees in providing services, employees' ability to communicate, providing easy-to-understand information, paying attention to each customer, responding to suggestions and complaints.

Validity

Validity test is a degree of accuracy between the existing data on the object of research and the data reported (Sugiyono, 2014), in testing construct validity it is necessary to correlate the scores on the question items with the overall score. Each item on the score is seen as the correlation determination, the minimum requirement to be considered as an instrument item that is declared valid is the validity index value 0.3 then the item is declared valid, whereas if the correlation value is below 0.3 then the

item will be declared invalid. The data collected is tested for validity by testing the validity using the product moment correlation, which is as follows:

$$r_{xy} = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{(N\sum X^2 - (\sum X)^2 - N\sum Y^2 - (\sum Y)^2)}}$$

Where :

- N : Number of respondents
- r_{xy} : Correlation coefficient between X and Y
- $\sum XY$: Number of multiplications between the variables X and Y
- $\sum X^2$: Number X squared
- $\sum Y^2$: Number Y squared
- $(\sum X)^2$: Number of the values of X then squared
- $(\sum Y)^2$: Number of the values of Y then squared
- X : Independent variable score X
- Y : Independent variable score Y

Reliability

A questionnaire will be said to be reliable or trustworthy when someone's answer to a statement is consistent or stable from time to time (Sugiyono, 2016), as for testing the reliability of the instrument using the Cronbach alpha technique, the reliability of the instrument will be considered reliable when it has an alpha reliability coefficient. > 0.60 (Sugiyono, 2016). This technique is suitable in testing the scale on an instrument where each item has a value of more than one alternative answer, an instrument that is reliable when it has a coefficient value above 0.60

In calculating the reliability using the alpha formula, which is as follows:

$$r = \frac{k}{k-1} X \left\{ 1 - \frac{\sum S_i}{S_t} \right\}$$

Where :

- R : Reliability value
- $\sum S_i$: Number of variants of each item
- S_t : Overall variance
- K : Number of item

Based on the reliability coefficient chosen is 0.6 because it has criteria that are considered sufficient, so the decisions in this test are as follows:

- a. If the value of Cronbach's alpha 0.6 then the statement is reliable
- b. If the value of Cronbach's alpha 0.6 then the statement is not reliable

The analytical method used in this research is descriptive statistical analysis, Customer Satisfaction Index (CSI), Importance Performance Analysis (IPA) and Potential Gain Customer Value (PGCV).

Customer Satisfaction Index (CSI)

CSI is used to measure the level of satisfaction of service users' customer satisfaction as a whole by looking at the importance of product/service attributes. According to Aritonang, 2005, how to find out the amount of CSI has the following steps:

1. Mean Importance Score (MIS)

Mean Importance Score (MIS) or the average important score. This value is obtained from the average interest of each consumer.

$$MIS = \frac{\sum_{i=1}^n Y_i}{n}$$

Where :

n : Number of consumer

Y_i : The importance value of the i-th attribute Y

2. Weight Factors (WF)

Weight Factors (WF) or weighted factors. This weight is obtained from the percentage of MSI values per attribute with the total MIS of all attributes.

$$WF = \frac{MIS_i}{\sum_{i=1}^p MIS_i}$$

Where :

p : p-th importance attribute

3. Weight Score (WS)

Weight Score (WS) or a weighted score. This weight is obtained from the multiplication between WF and MSS.

$$WS_i = WF_i \times MSS$$

4. Customer Satisfaction Index

$$CSI = \frac{\sum_{i=1}^p WS_i}{HS} \times 100\%$$

Where :

p : p-th importance attribute

HS : Maximum Likerts scale used

The level of satisfaction can be seen from the respondent's criteria, while the satisfaction assessment has a range between 0 - 1. According to Rangkuti (2002) the method of determining the score range (RS) is with the following formula:

$$RS = \frac{(m - a)}{b}$$

Where m is the highest score and a is the lowest score, then b is the number of categories used, while the categories used in this study are five categories, then as follows :

$$RS = \frac{1 - 0}{5} = 0.2$$

Based on the scores obtained above, the range of satisfaction assessment scores can be seen as follows :

Table 1. CSI Criteria

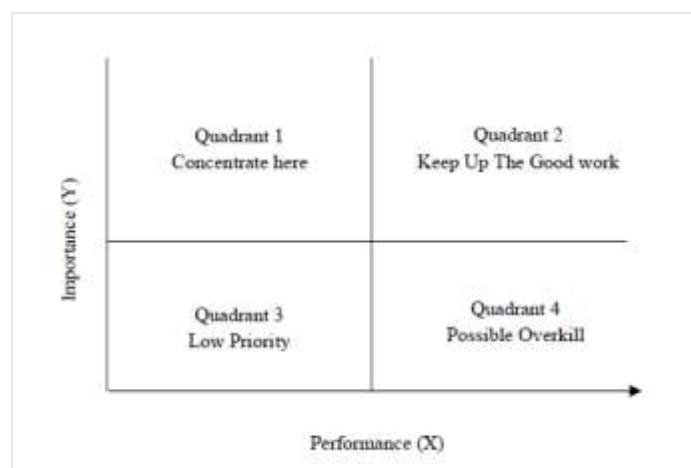
No	CSI Value	CSI Criteria
1	0 – 0.2	Not satisfied
2	0.21 – 0.40	Less satisfied
3	0.41 – 0.60	Quite satisfied
4	0.61 – 0.80	Satisfied
5	0.81 - 1	Very satisfied

Importance Performance Analysis

Importance Performance Analysis (IPA) is a method that was first introduced by Martila and James (1997) which aims to measure a relationship between consumer perceptions and priorities for improving product/service quality, which is also known as quadrant analysis. information related to the factors of a service that according to consumers greatly affect satisfaction and loyalty, or other factors that later need to be improved because currently they have not satisfied consumers.

IPA is a multi-attribute model by combining the level of importance factor with the level of satisfaction in the quadrant so as to facilitate data explanation and get practical suggestions. This method is used for the development of effective marketing programs with easy application techniques in managing attributes from the level of importance to the level of satisfaction (Ruhimat, 2008). The results of this research will obtain the value of importance performance analysis to see the suitability between the level of importance and the level of performance of service providers.

Quadrant mapping is as follows:



Picture 1. Quadrant IPA

The level of conformity is the result of a comparison between the importance score and the performance score, then this level of conformity will determine the priority scale that will later be used in dealing with factors that affect consumer satisfaction, while the IPA quadrant is divided into 4 quadrants, as follows:

1. Quadrant I shows an important factor and is expected by consumers, even though the performance has not been satisfactory, the factors in this quadrant are a priority for improvement.
2. Quadrant II shows a factor that is considered important and is expected to be a supporting factor that must be maintained, and ensured that it is maintained by the management.
3. Quadrant III shows a factor is considered not too important by consumers, so the management does not need to prioritize or give special attention to these factors.
4. Quadrant IV shows a factor that is considered not too important and is not expected by consumers, so the management needs to divert related resources to factors that are in other quadrants that have priorities for improvement.

The stages in IPA mapping are as follows:

1. Calculating the average value of the importance and performance indicators.
2. Make each average value of the interest indicator as an abscissa and make each average value of the satisfaction indicator an ordinate. Map the abscissa and ordinates in a Cartesian diagram.
3. Interpreting coordinate points which are divided into 4 quadrants.

Potential Gain Customer Value (PGCV)

According to Naufal Nusaputra (2014), the Potential Gain Customer Value Index (PGCV) is a tool that is often used in analytical methods in marketing. The PGCV index can provide a quantitative input for a broad spectrum of strategic analysis to be carried out. So the management can build a survey that can measure two important things from service quality, namely as follows :

Consumer perceptions of the level of importance/expectations of a service.

Consumer perception of the level of performance /performance of a service.

PGCV index is a concept and tool that is easy to analyze customers in a company. The first step of this analysis is to map each performance of the service quality attribute in the importance - performance graph after that, calculate the index from PGCV.

According to Hom (1997), the steps in calculating the PGCV Index are as follows :

1. Achieved Customer Value (ACV)

$$ACV = I \times P$$

Where :

ACV : Consumer achievement value

I : Average value of importance

P : Average value of performance

2. Calculating the value of Ultimate Desired Customer Value (UDCV)

$$UDCV = I \times P_s$$

Where :

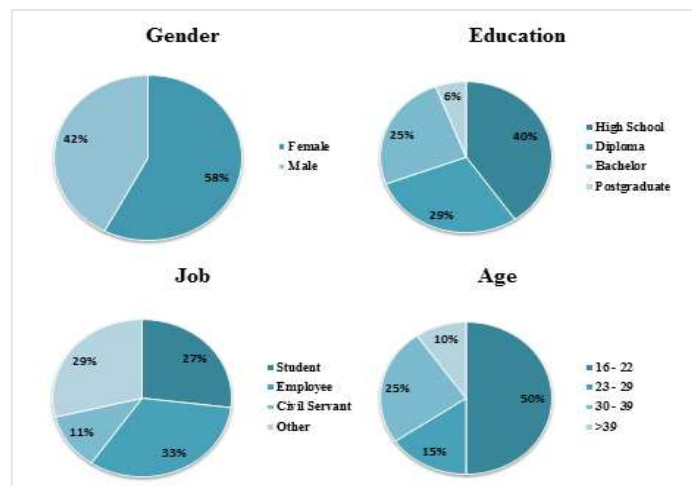
UDCV : The final value of consumer desires
 I : Average value of importance
 Ps : Maximum performance score in the selected Likert scale

3. Indeks PGCV

$$PGCV = UDCV + ACDV$$

An item that has the largest PGCV index value means that the item will get priority for improving its performance, up to the second, third and so on.

C. RESEARCH FINDING AND DISCUSSION



Picture 2. Respondents

The percentage of respondents based on gender in the picture 2, the result is that the percentage of female is 58% and male is 42%. The percentage of respondents based on education level, the result is the percentage of high school by 40%, Diploma by 29%, Bachelor by 25% and Postgraduate by 5%. The percentage of respondents based on occupation, the result is that the percentage of Student is 27%, Employee is 33%, Civil Servant is 11% and Other is 29%. Percentage of respondents by age, the result is that ages 16-22 are 50%, 23-29 are 15%, 30-39 are 10% and >39 are 15%.

Table 2. Validity

Variable	Performance	Importance	R table 5%	Description
Tangible				
1	0.607	0.727	0.308	Valid
2	0.542	0.921	0.308	Valid
3	0.591	0.902	0.308	Valid

4	0.528	0.903	0.308	Valid
5	0.529	0.757	0.308	Valid
6	0.574	0.701	0.308	Valid
7	0.668	0.802	0.308	Valid
Empathy				
8	0.586	0.921	0.308	Valid
9	0.649	0.898	0.308	Valid
10	0.809	0.789	0.308	Valid
11	0.697	0.824	0.308	Valid
12	0.858	0.429	0.308	Valid
Responsiveness				
13	0.524	0.583	0.308	Valid
14	0.474	0.671	0.308	Valid
15	0.466	0.851	0.308	Valid
16	0.858	0.763	0.308	Valid
Reliability				
17	0.631	0.832	0.308	Valid
18	0.572	0.876	0.308	Valid
19	0.692	0.885	0.308	Valid
Assurance				
20	0.858	0.561	0.308	Valid
21	0.698	0.755	0.308	Valid
22	0.492	0.834	0.308	Valid

Based on the data from the validity test results in the table 2, the performance and expectation instruments show that the significance of the correlation coefficient for all items is greater, namely r count > 0.308 , so it can be concluded that all items on this instrument are valid. It was concluded that each question item given to the respondent already had accuracy.

Table 3. Realibility

Cronbach Alpha Performance	Cronbach Alpha Importance	Standar reliable	Detail
0.923	0.969	0.6	Reliable

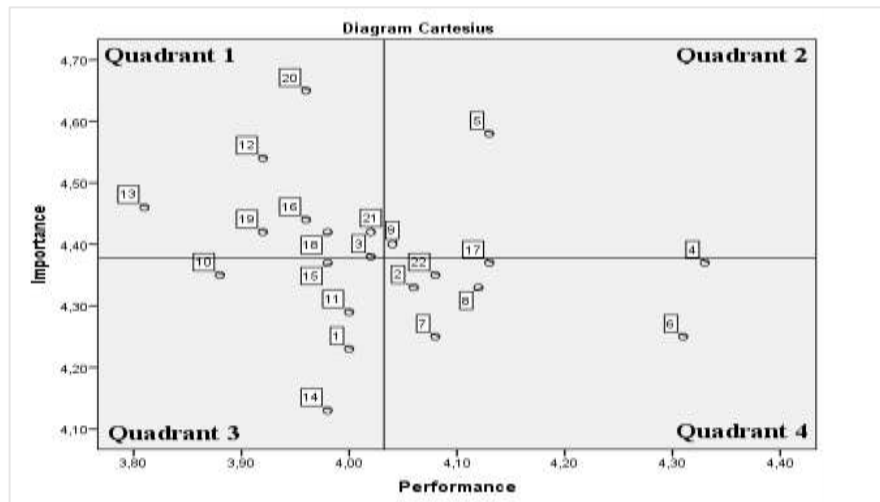
Based on the data from the reliability test results in the table 3, the performance and expectation instruments show that the resulting Cronbach Alpha value shows a number > 0.6 , so it can be concluded that the instrument in this study can be declared reliable.

After the instrument in this study was declared valid and reliable, the customer satisfaction value was calculated as follows:

Table 4. Customer Satisfaction

No	Atribute	X	Y	MIS	MSS	WF	WS
1	Has sophisticated equipment	208	220	4.23	4.00	0.044	0.18
2	Has a clean and tidy office	211	225	4.33	4.06	0.045	0.18
3	Has a spacious and comfortable waiting room	209	228	4.38	4.02	0.046	0.18
4	Has a large and adequate parking space	225	227	4.37	4.33	0.045	0.20
5	Has a complaint service for customers	215	238	4.58	4.13	0.048	0.20
6	Has employees who look uniform and neat	224	221	4.25	4.31	0.044	0.19
7	The company has a good relationship with customers	212	221	4.25	4.08	0.044	0.18
8	Friendliness of employees in providing services	214	225	4.33	4.12	0.045	0.18
9	Employees' ability to communicate	210	229	4.40	4.04	0.046	0.18
10	The provision of information is easy to understand	202	226	4.35	3.88	0.045	0.18
11	Paying attention to every customer	208	223	4.29	4.00	0.045	0.18
12	Response to suggestions and complaints	204	236	4.54	3.92	0.047	0.18
13	Fast and responsive service	198	232	4.46	3.81	0.046	0.18
14	Ability of employees to solve customer problems	207	215	4.13	3.98	0.043	0.17
15	The speed of the company in responding to complaints	207	227	4.37	3.98	0.045	0.18
16	The speed of the company in resolving complaints	206	231	4.44	3.96	0.046	0.18
17	Ease of location access	215	227	4.37	4.13	0.045	0.19
18	Accuracy of working hours	207	230	4.42	3.98	0.046	0.18
19	Service procedures that are not confusing	204	230	4.42	3.92	0.046	0.18
20	Security from any loss or damage to goods that occur	206	242	4.65	3.96	0.048	0.19
21	Guarantee of suitability of costs and processing of shipping documents	209	230	4.42	4.02	0.046	0.18
22	Staff dexterity and experience of employees	212	226	4.35	4.08	0.045	0.18
	Total	3462	3746	96.05	88.77	0.04	4.03
CSI = (4.03/5) = 0.806							

Based on the CSI value on the table 4, it can be concluded that the 0.806 criteria are included in the satisfied category as in the table 1. CSI Criteria. This explains that it is necessary to improve the quality of service by the management of the Purworejo 54100 post office, and through the data in the table above, mapping is carried out as follows :



Picture 2. Quadrant IPA

Based on the mapping of the statement indicators in the Cartesian quadrant diagram above, the explanation for each quadrant is as follows:

1. Quadrant 1 - Concentrate Here

In this quadrant there are factors that are considered important or expected by customers but even so the performance of the company is considered not to be satisfactory, so the company management should focus on allocating its resources which are used in improving the indicators included in this quadrant, as for the indicators The statements included in this quadrant are as follows:

- a. Has a spacious and comfortable waiting room (Statement 3)
This attribute is considered important by customers but its performance is still not optimal. A spacious and comfortable place helps consumers in making transactions, therefore the management should be able to improve this attribute.
- b. Response to suggestions and complaints (Statement 12)
This attribute is considered important by customers, even though in reality its performance is still poor, one of the efforts that can be done is through application services and increasing human resources to create a more professional attitude in dealing with customers.
- c. Fast and responsive service (Statement 13)
Customers want this attribute to be improved, this happens because there is no time limit in serving each customer and there is also no media information about queues that makes customers pay attention to this attribute.
- d. Speed of the company in resolving complaints (Statement 16)
Incoming complaints are sometimes slow to be responded to by the management, and this should be improved by creating a professional work culture in dealing with problems that occur with customers.
- e. Accuracy of working hours (Statement 18)
This attribute is considered important by customers, the punctuality of the start and end of the company must be clear, as well as the rest time. This will certainly make it easier for customers to make decisions at what time they will transact, improvements to this

attribute can be started by implementing a good work culture and standard operating procedures.

- f. Service procedures that are not confusing (Statement 19)
This attribute is important for customers, procedures that are not confusing will certainly simplify and accelerate the pace of transactions, efforts that can be made by management, such as the existence of information media, the use of words that are easy to understand and so on.
- g. Security from any loss or damage to goods that occurs (Statement 20)
Customers consider that this attribute is important, but the performance of the company is still not optimal, this happens because there is often damage or loss of goods received, this attribute is certainly a concern for customers. Things that can be done by management, for example with good packaging, carrying shipments carefully, and having a guarantee.
- h. Guarantee of suitability of costs and processing of shipping documents (Statement 21)
This attribute is considered important and needs to be considered for management, customers want price stability and other costs set, management should be able to maintain and maintain it.

Among all the attributes in this quadrant, security from any loss or damage to goods that occurs has the highest importance compared to other attributes, while has a spacious and comfortable waiting room and accuracy of working hours is on the average importance line, meanwhile comfortable waiting room and security from any loss or damage to goods that occurs are close to the average performance line.

2. Quadrant 2 - Keep Up The Good Work

In this quadrant there are factors that are considered important and are expected to be supporting factors of customer satisfaction that are in accordance with what is felt, so the company's management tries to continue to maintain its performance achievements, while the statement indicators included in this quadrant are as follows:

- a. Has a complaint service for customers (Statement 5)
The management should continue to optimize the media that can receive complaints from customers. This attribute should be maintained because it is enough to satisfy customers.
- b. Employees' ability to communicate (Statement 9)
This attribute is considered important and the performance is good, therefore the management should be able to maintain and maintain it, even better if the management can improve this attribute again.

The attribute of has a complaint service for customers has the highest importance in this quadrant, meanwhile the attribute of employees' ability to communicate is almost exactly on the average performance line.

3. Quadrant 3 - Low Priority

In this quadrant there are factors that are considered to have a low level of performance and are expected by customers, so the company management should not focus more attention on these factors, while the statement indicators included in this quadrant are as follows:

- a. Has sophisticated equipment (Statement 1)
Customers consider that this attribute is not so important and its performance is quite low, even though the management also needs to make improvements to this attribute, for example by updating equipment and supplies, this is needed to support operational activities.

- b. The provision of information is easy to understand (Statement 10)
Information displayed at the time of service should also be considered for management, customers have expectations of this attribute and this is also needed for service improvement.
- c. Paying attention to every customer (Statement 11)
The management should be able to direct their employees to just pay attention to each customer, this is done to create a professional work culture and also make customers feel cared for.
- d. Ability of employees to solve customer problems (Statement 14)
Customers sometimes find it difficult to explain the problems they face, therefore it is necessary to have the ability of employees to understand and provide solutions to customers, while the management can improve the ability of employees by providing training or seminars.
- e. The speed of the company in responding to complaints (Statement 15)
This attribute is considered less important, although it does not mean that it is not considered, the management should be able to provide standard operating procedures in handling complaints from customers.

Among all the attributes in this quadrant, the attribute the speed of the company in responding to complaints has the highest importance, even though it is almost exactly on the average importance line, while the attribute of ability of employees to solve customer problems has the lowest importance.

4. Quadrant 4 - Possible Overkill

In this quadrant there are factors that are considered not too important and also not too expected by the customer, so it is better for the company management to allocate resources on this factor to other factors that have a higher priority, as for the statement indicators that include in this quadrant are as follows:

- a. Has a clean and tidy office (Statement 2)
It should be noted that improvements to this attribute are better transferred to other, more important attributes, the company already has a clean and comfortable office, so there is no need to prioritize improvements.
- b. Has a large and adequate parking space (Statement 4)
The company already has a large parking area, so there is no need for repairs to increase it.
- c. Has employees who look uniform and neat (Statement 6)
Customers consider this attribute not so important, management should pay more attention to other attributes compared to this attribute, this is done so that priority attributes can be improved.
- d. Company has a good relationship with customers (Statement 7)
The performance of the company in building relationships with customers is good, so the management does not need to improve this attribute.
- e. Friendliness of employees in providing services (Statement 8)
This attribute has a good performance, customers think that this attribute is not important, so the management does not need to do anything about it and divert its attention to other attributes.
- f. Ease of location access (Statement 17)

Customers do not consider this attribute important for improvement, this is because the management's performance is already good and management's resources should make improvements to other, more important attributes with low performance.

g. Dexterity and experience of employees (Statement 22)

Customers see that the performance on this attribute is good, so it is not so important to prioritize improvements.

Among all the attributes, the attribute has a large and adequate parking space has the highest performance compared to the others, even though, together with the attribute ease of location access, it is almost exactly on the average importance line.

The IPA quadrant has a weakness that it can only map attributes into 4 different quadrants, and cannot determine which attribute rankings need improvement priority. Based on the results of the IPA quadrant above, 2 quadrants were determined, namely quadrant 1 (main priority) and quadrant 3 (low priority) to calculate the PGCV index, as for the calculation as follows:

Table 5. Index PGCV

No	Statement	I	P	ACV	Ps	UDCV	PGCV	Order
3	Has a spacious and comfortable waiting room	4.38	4.02	17.62	5	21.92	4.30	10
12	Response to suggestions and complaints	4.54	3.92	17.80	5	22.69	4.89	2
13	Fast and responsive service	4.46	3.81	16.99	5	22.31	5.32	1
16	Speed of the company in resolving complaints	4.44	3.96	17.60	5	22.21	4.61	6
18	Accuracy of working hours	4.42	3.98	17.61	5	22.12	4.51	7
19	Service procedures that are not confusing	4.42	3.92	17.35	5	22.12	4.76	5
20	Security from any loss or damage to goods that occurs	4.65	3.96	18.44	5	23.27	4.83	4
21	Guarantee of suitability of costs and processing of shipping documents	4.42	4.02	17.78	5	22.12	4.34	9
1	Has sophisticated equipment	4.23	4.00	16.92	5	21.15	4.23	12
10	The provision of information is easy to understand	4.35	3.88	16.88	5	21.73	4.85	3
11	Paying attention to every customer	4.29	4.00	17.15	5	21.44	4.29	11
14	Ability of employees to solve customer problems	4.13	3.98	16.46	5	20.67	4.21	13
15	The speed of the company in responding to complaints	4.37	3.98	17.38	5	21.83	4.45	8

Based on the table above, the priority order of the top 5 improvements is as follows :

1. Fast and responsive service with an index value of 5.32
2. Responses to suggestions and complaints with an index value of 4.89
3. The provision of information is easy to understand with an index value of 4.85
4. Security from any loss or damage to goods that occur with an index value of 4.83
5. The service procedure is not confusing with an index value of 4.76

Improvement proposal

Suggestions for improvement of prioritization using the IPA quadrant and the PGCV Index are as follows:

1. Fast service and response
There is a machine that provides a queue number, then there is a loudspeaker in each service employee, or there is a television that displays queue number information so that service can be fast and responsive, then there is also a standard operating procedure for serving each customer.
2. Response to suggestions and complaints
Open source so that customers can provide suggestions and complaints, for example with a website that displays online forms in it, making social media a place for suggestions and complaints, a suggestion and complaint box at the office, then suggestions and complaints on the mobile application as well.
3. The provision of information is easy to understand
Information is made with an easy-to-understand language, with short sentences to make customers understand information given easily
4. Security from any loss or damage to goods that occurs
Supervise when goods or packages are received until they arrive at the desired location, features on the mobile application that can track shipments, compensation from company management and procedures for customers to file a lawsuit or claim for any loss or damage to goods that happened.
5. Service procedures that are not confusing
Make procedures concise so as not to confuse each customer. Sentences in the procedure must be clear, concise and logical, the structure contains objectives, materials, steps and reaffirmations to make it easier for every customer.

D. CONCLUSION AND RECOMMENDATION

Conclusion

Based on the discussion that has been done, it can be concluded as follows:

1. The value of the Customer Satisfaction Index (CSI) at the Purworejo Post Office 54100 is 80.6% and this value shows the criteria for being very satisfied.
2. Through Importance Performance Analysis (IPA), it can be seen that the indicators that fall into the 4 quadrants are as follows:
 - a. Quadrant 1 - Concentrate Here
Which has a spacious and comfortable waiting room, responses to suggestions and complaints, fast and responsive service, the speed of the company in resolving complaints, accuracy of working hours, service procedures that are not confusing, security from any loss or damage to goods that occur and guarantee the suitability of costs and processing of shipping documents.
 - b. Quadrant 2 - Keep Up The Good Work
Which has a complaint service for customers and the ability of employees to communicate.
 - c. Quadrant 3 - Low Priority
Namely has sophisticated equipment, providing easy-to-understand information, giving attention to each customer, the ability of employees to solve customer problems and the company's speed in responding to complaints.
 - d. Quadrant 4 - Possible Overkill

Namely has a clean and tidy office, has a large and adequate parking space, has employees who look uniform and neat, the company maintains good relationships with customers, friendliness of employees in providing services, easy access to locations and the dexterity and experience of employees.

3. Through Potential Gain Customer Value (PGCV) it can be seen that the indicators are included in the top 5 priority sequences, namely fast and responsive service (5.32), responses to suggestions and complaints (4.89), providing easy-to-understand information (4.85), security from any loss or damage to goods that occur (4.83) and service procedures that are not confusing (4.76).
4. Proposals for improving service quality from prioritization using the IPA quadrant and the PGCV Index are as follows:
 - a. There are queue number machines, loudspeakers, televisions that display information and standard service times.
 - b. The existence of a website/social media that provides suggestions and complaints
 - c. Create information in easy-to-understand language and short sentences.
 - d. Carry out strict supervision when the goods are received until they reach the intended location and there is a clear compensation claim procedure
 - e. Make procedures that are short, clear and concise.

Recomendation

Based on the results of the research and the conclusions that have been described, it is hoped that the results of this study can be an input and evaluation for the company's management in helping to improve service quality, so that it will be even better in the future. For further researchers who will take up this topic, it is hoped that they can expand by adding samples to make them more representative, as well as developing different analytical techniques, such as Gap Analysis, Fuzzy Logic, Kano Model and Quality Function Deployment.

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