



Analysis of the quality of service of PT Bheta Yard Nusantara towards customer satisfaction as a contracting company in the field of services and procurement of goods

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Abstract: PT Bheta Yard Nusantara is a contractor company focused on providing services and procuring goods across various industrial sectors. This study aims to analyze the quality of service provided by the company and its impact on customer satisfaction. The research design employs a quantitative approach using the Importance-Performance Analysis (IPA) method to evaluate customer perceptions and expectations. Primary data were collected through questionnaires distributed to customers who have utilized the company's services. The findings indicate that the total average service performance reached 3.22, while customer expectations stood at 3.18, demonstrating that the company's performance aligns with customer expectations. The implications of this research emphasize the importance of improving service quality in areas deemed significant by customers to enhance satisfaction and loyalty. The conclusion of the study is that while the company has shown adequate performance, there remains room for improvement, particularly in responsiveness and information transparency. Practical implications suggest that the company should implement service enhancement strategies focused on customer needs to maintain competitiveness in an increasingly tight market.

Keywords: Contractor Services, Customer Satisfaction, Importance Performance Analysis (IPA), Performance Evaluation, Quantitative Research, Service Quality.

1. Introduction

PT Bheta Yard Nusantara is a company engaged in general contracting, trading, and supplying mechanical, civil, and electrical services in various industries and buildings, including power plants, steel mills, cement factories, oil, and gas. Founded in 2011, based on integrity and responsibility, this company has grown into one of the leading firms in Indonesia, not only as a distributor but also as a trusted contractor. With its headquarters at Perum Metro Cilegon Cluster Boulevard E1 No. 3A, Cilegon City, Banten, and a representative office at Jl. Untung Suropati, Gg. Mataram No. 81b, Bandar Lampung City, the company continues to strive to be present, competitive, and consistent in completing projects on time, with quality, and within budget. PT Bheta Yard Nusantara has obtained various company legalities, such as SK Menkumham, NIB, TDP, SIUP, SITU, SUJK, SKT, PKP, SKDP, and NPWP, which support its operational sustainability.

In the service and goods procurement industry, service quality is defined as the company's ability to provide the best service that meets or exceeds consumer expectations. This service quality encompasses various aspects, such as reliability, responsiveness, assurance, empathy, and physical evidence of the service. According to Apriliana and Sukaris [1] good service quality plays an important role in building consumer trust and satisfaction. In the context of contractors, particularly in the field of services and

procurement, ideally, the company can fulfill its commitments in terms of fast, quality, and specification-compliant procurement. This is very important considering the development of the industrial sector, especially for contractors in Indonesia, particularly in Banten Province, which is becoming increasingly competitive and requires companies to provide the best service.

Table 1.

Number of construction companies according to legal and regency/City Agency in Banten province (BPS Province Banten, 2024).

Regency/ Municipality	Number of construction companies according to legal entities and regency/municipality in Banten Province											
	PT/PT PERSERO			CV			Others			Total		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Pandeglang regency	85	68	63	520	497	429	1	1	1	606	566	493
Lebak regency	41	40	39	360	330	291	1	1	1	402	371	331
Tangerang regency	682	664	640	1.127	1.129	1.122	1	1	1	1.810	1.794	1.763
Serang regency	206	192	186	231	198	173	-	-	-	437	390	359
Tangerang municipality	756	739	703	632	630	576	10	10	9	1.398	1.379	1.288
Cilegon municipality	477	413	380	259	259	232	6	5	3	742	677	615
Serang municipality	180	167	167	609	634	550	3	3	2	792	804	719
South Tangerang municipality	830	841	803	251	261	258	2	2	1	1.083	1.104	1.062
Banten province	3.257	3.124	2.981	3.989	3.938	3.631	24	23	18	7.270	7.085	6.630

Based on data obtained from the website of the Central Statistics Agency of Banten Province, the number of construction companies in Cilegon City has decreased significantly from 742 companies in 2021 to 615 companies in 2023. This decline reflects the challenges faced by the construction industry in the region. Nevertheless, PT Bheta Yard Nusantara continues to operate and contribute to the construction sector. PT Bheta Yard Nusantara shows that, despite the overall decrease in the number of companies, there are still industry players who endure and continue to play a role in the development of Cilegon City.

However, PT Bheta Yard Nusantara faces significant challenges in maintaining the quality of optimal service provision. Based on the company's data according to the explanation from the owner, there are many obstacles in terms of service provision, including issues in the field of supply chain management, where one of the pillars of PT Bheta Yard Nusantara's business in the industry is the provision of goods and services. Some examples of problems in the field of supply chain management include the unmet demand from consumers, both in terms of services and goods. In terms of services, the problems experienced by PT Bheta Yard Nusantara include the increase in the prices of essential work materials (tools, materials, and consumables), competition in the same field among contracting companies, and the availability of skilled labor. Meanwhile, in terms of procurement of goods, some of the obstacles include the scarcity of raw materials and goods in the market, products that have been discontinued or stopped being produced, rising prices of raw materials and goods, import restrictions, and so on.

The existence of this research gap or misalignment creates a significant problem, where consumer expectations are not met by the existing reality. The discrepancy between the ideal conditions and the reality conditions has the potential to reduce consumer satisfaction and trust, which in turn can negatively impact the sustainability of PT Bheta Yard Nusantara's business. To address this research gap, the company needs to conduct a thorough evaluation of its operational processes, improve its management system, and provide adequate training for its employees. From the emergence of these

issues, it can be concluded that there is a lack of service quality. Therefore, by improving service quality, it is hoped that PT Bheta Yard Nusantara can enhance customer satisfaction while simultaneously strengthening its competitive position in the increasingly tight market.

In addressing the supply chain management issues faced by PT Bheta Yard Nusantara, several strategic steps need to be taken, including building stronger partnerships with both local and international suppliers to secure a consistent supply of raw materials, anticipating price fluctuations and product shortages, diversifying raw material sources to reduce dependence on a single supplier or specific product that is prone to being discontinued, and implementing more advanced supply chain management technology to monitor and predict the needs for materials and services in real-time, thereby better meeting consumer demand. Lastly, enhancing recruitment efforts and training skilled labor is also very important to face business competition and maintain optimal service quality.

This research aims to analyze the quality of service provided by PT Bheta Yard Nusantara and how it affects customer satisfaction using the Importance Performance Analysis (IPA) method. In addition, this research also aims to determine the extent of the impact of service quality on consumer satisfaction, so that strategic recommendations can be provided and implemented to enhance consumer satisfaction through the company's service quality. By achieving this goal, it is hoped that PT Bheta Yard Nusantara can improve its relationship with consumers, increase loyalty, and strengthen its position in the increasingly competitive market.

2. Literature Review

2.1. Service

According to Bharmawan, et al. [2] services are any actions or performances offered by one party to another that are fundamentally intangible and do not cause a transfer of ownership. services are essentially all economic activities with outputs other than products in the physical sense, consumed and produced simultaneously, providing added value and fundamentally intangible for the first buyer. From the various definitions above, it can be concluded that services are something intangible, yet they can fulfill consumer needs. Services are a process or an activity that is intangible and does not result in the transfer of ownership.

2.2. Quality of Service

According to Bahrani [3] it is explained that service quality is an attitude that is formed and must be formed by the company through the evaluation of overall service performance in the long term. Service quality also becomes an effort to meet the needs and desires of consumers. The quality of service is very difficult to define because it is perceived differently by consumers. Low service quality is certain to cause dissatisfaction among consumers and will impact consumers or potential consumers who will choose to switch to competitor companies. In its definition, it also indicates that service quality is the consumer's evaluation of the level of service received compared to the level of service expected [4]. This shows that service quality is not just an operational aspect, but also a strategic element in retaining and attracting consumers.

According to Nisa, et al. [5] there are ten dimensions of service quality that have been simplified into five main or primary dimensions arranged in order of their relative importance as follows: (a) Reliability, related to the company's ability to provide good service from the very first time without making any mistakes and delivering its services according to the agreed terms and conditions. (b) Responsiveness, related to the willingness and ability of employees to assist consumers and respond to consumer requests. This includes the speed and quality of responses, as well as clear communication regarding the timing of service delivery. A good responsiveness increases consumer satisfaction and builds loyalty towards the company. (c) Assurance, the behavior of employees that can foster consumer trust in the company, where the company can also create a sense of security for its consumers. Assurance can also mean that employees can always behave politely and master the skills and knowledge needed to handle every consumer question and problem. (d) Empathy, the company can

understand the problems or concerns of consumers and act decisively to meet their needs. The company also provides special or personal attention to consumers and has convenient operating hours. (e) Physical evidence (tangibles), related to a company's appeal regarding physical facilities, equipment, materials used, and the appearance of employees. These dimensions contribute to shaping consumer perceptions of the quality of the services received.

2.3. Consumer Satisfaction

According to Christono and Chairiah [4] customer satisfaction is a feeling of pleasure or disappointment that arises after comparing one's perception or impression of the performance (result) of a product produced by the company. There are many factors that influence consumer satisfaction, such as service quality and price.

Based on the definition outlined above, customer satisfaction is the positive or negative assessment generated after someone compares the performance or outcome of a product with their expectations. This also includes how well the product meets consumer expectations. Basically, customer satisfaction is a subjective assessment based on the comparison between what consumers expect and what they receive from the products or services they use. According to Fadhli and Pratiwi [6] the following are some indicators of consumer satisfaction, among others: (a) The quality of the produced products. (b) The quality of service provided. (c) Product Price. (d) Offering the best quality and prices that meet consumer expectations. (e) Ease of Accessing Products. (f) How to Advertise the Product. The products produced must also match the reality conditions so that potential consumers do not feel disappointed because the products do not align with what the company offers. The language used must be simple and honest so that it can be understood by potential consumers.

In this context, effective Customer Relationship Management (CRM) plays a crucial role in enhancing customer satisfaction, as it enables companies to understand and respond to customer needs and expectations more effectively. According to Wulandari and Marcelino [7] CRM involves the use of technology and strategies to manage interactions with customers, allowing businesses to tailor their services and communications to meet individual customer preferences. By leveraging CRM systems, companies can gather valuable insights into customer behavior, which can inform improvements in service quality and product offerings, ultimately leading to higher levels of customer satisfaction.

2.4. Previous Researcher

Djorgi and Wulandari [8] with a research study entitled "*Customer Satisfaction Analysis in the Indihome Registration Process Using the Importance Performance Analysis (IPA) Method (Case Study on the Telkom Regional 4 Indihome Digital Channel Team Central Java - DIY 2022)*". The purpose of this study is to find out the customer quality expectations of the IndiHome Digital Channel Telkom Regional 4, to know the quality of services provided by the IndiHome Digital Channel Telkom Regional 4, to know the attributes that must be improved by the IndiHome Digital Channel Telkom Regional 4 to improve the quality of service. Based on the results of descriptive analysis, the average expectation of the dimensions in the review of Digital Channel Services based on *E-Service quality* at Indihome Telkom Regional 4 Central Java – DIY is 84.32%. So it is in the fourth position between 81.25% - 100%, which means it is very important. The results of the descriptive analysis of the measurement data show that the average value of the reality of the seven dimensions in the review of *Digital Channel Services Based on E-Service Quality* at Indihome Telkom Regional 4 Central Java-DIY is 83.12%. So it is in the fourth position between 81.25% - 100% which means it is very important.

Zahra and Hanifa [9] with a research research entitled "*Service Quality Analysis Using the Importance Performance Analysis (IPA) Method: Study on Visitors to Plaza Telkom Putri Hijau Medan in 2021*". The purpose of this study is to find out the expectations of consumers for the services of Plasa Telkom Putri Hijau Medan, to find out the service performance at Plasa Telkom Putri Hijau Medan based on the perception of consumers, to find out the level of consumer satisfaction with the services provided by Plasa Telkom Putri Hijau Medan. Based on descriptive analysis, the average score for *importance* was 87.57% (Very High). Based on the results of the descriptive analysis, the average score

for performance was 81.21% (High). The score was obtained from the *Customer Satisfaction Index* (CSI) of 81.87% (Very Satisfactory).

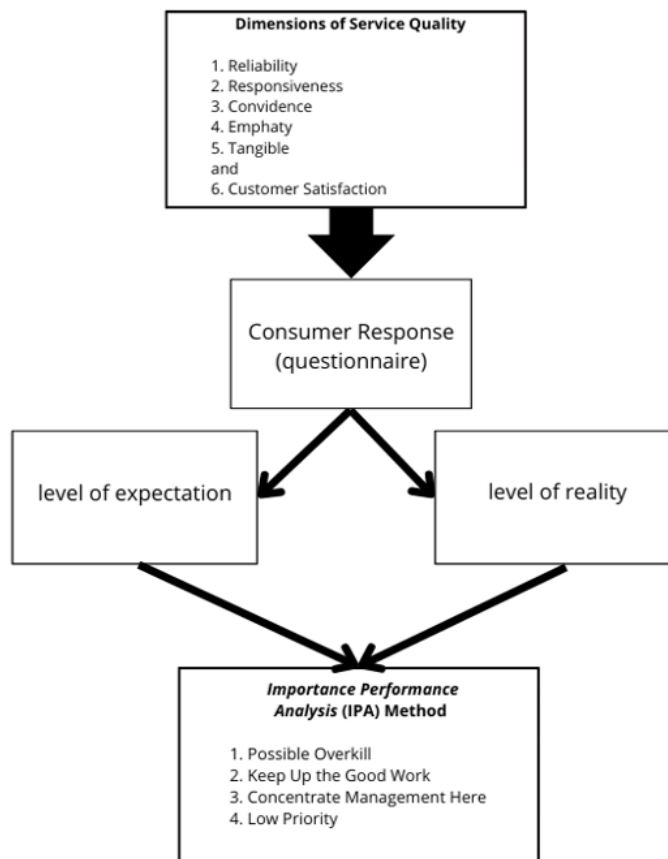


Figure 1.
Mind map for scientific method analysis of service quality at PT Bheta yard Nusantara.

2.5. *Importance Performance Analysis (IPA) Method*

Method *Importance Performance Analysis (IPA)* is one of the methods used to find out how satisfied consumers are with the company's performance and how much the service provider understands what consumers want from the services they provide [10]. The level of execution indicates the performance of the company, while the level of importance indicates how important the company's service attributes are to consumers. To determine which service attributes are most important to the company, the results of the analysis are incorporated into a cartesian diagram. Thus, the characteristics of the company's services that need to be improved and maintained will be indicated.

According to Darwas, et al. [11] *Importance Performance Analysis (IPA)* has become a standard that provides insights to management to determine strengths and weaknesses. *The Importance Performance Matrix* helps guide the allocation of limited organizational resources to a variety of specific areas, where performance improvements can have a big impact. In expanding the findings, previous researchers used this method by comparing the performance and importance of each variable underlying the research framework.

According to Darwas, et al. [11] using this technique, decision-makers can identify potential factors for future improvement. According to Darwas, et al. [11] the *Importance Performance Analysis (IPA)*

method produces four quadrants that consider importance and performance simultaneously to identify areas of better functioning that are needed. The following is a picture of the four quadrants of the *Importance Performance Analysis* (IPA) method.

Quadrant I Concetrate Management here	Quadrant II Keep Up The Good Work
Quadran III Low Priority	Quadrant IV Possible Overskill

Figure 2.
 Quadrant importance performance analysis.
 Note: Darwas, et al. [11].

- a. Quadrant I (Top priority) is an important ranking and the value of performance meets or exceeds service quality standards. However, a low level of importance is assigned to the service and is less considered important by the consumer or consumers
- b. Quadrant II (maintaining performance) is also an important ranking and performance meets or exceeds the quality of service, in accordance with consumer desires so that it needs to be maintained to ensure consumer satisfaction.
- c. Quadrant III (Low Priority) here is an important ranking and the performance does not meet service quality standards. The attributes included in this quadrant represent key areas that need to be improved with the highest priority
- d. Quadrant IV (Excessive) performance scores did not meet service quality standards, but respondents did not place a high level of importance on services.

3. Research Method

3.1. Research Approach

In this study, the researcher used a quantitative research method. According to Waruwu, et al. [12] Quantitative research is research that uses measurement, calculation, formula and certainty of numerical data in planning, process, building hypotheses, techniques, data analysis and drawing conclusions. Quantitative research is also a process of finding knowledge that uses numerical data as a tool for analyzing data. It can be explained that quantitative research is a research approach that uses data in the form of numbers and exact science to answer research hypotheses.

3.2. Population and Sample

According to Fuadin [13] Population is a generalization area consisting of objects or subjects that have certain quantities and characteristics that are determined by the researcher to be studied and then drawn conclusions. From the definition above, it can be explained that a population is an object or subject that has characteristics that have been determined by the researcher to be used as a research sample. The population in this study is consumers who have used PT Bheta Yard Nusantara's products or services. In this study, the number of population at PT Bheta Yard Nusantara is unknown because the company's data is private.

According to Zulfutri [14] The sample is part of the number and also the characteristics possessed by the population. The sampling methods used in this study are *nonprobability sampling* which is one of

the sampling techniques that does not give every element or member of the population the opportunity to be selected as a sample. In this study, the researcher will use the sampling method, namely *Convenience sampling* Where the sampling technique is by selecting the closest, easiest, or available respondent and the researcher does not consider choosing a sample that represents the entire population. The sample criteria in this study are people who have used the products and services of PT Bheta Yard Nusantara. In this study, researchers use fundamental concepts in statistics and probability, namely *Central Limit Theorem (CLT)*. Therefore, the number of samples is at least 30 respondents where the sample distribution is close to normal if the sample size is large enough [15].

3.3. Data Collection

The data obtained in this study comes from primary data. The primary data from this study was taken from the research object using a questionnaire distributed to consumers who had used products or services from PT Bheta Yard Nusantara.

3.4. Variable Operationalization

Based on the background that has been stated, the variables to be studied are expectations and reality. These variables will be used to assess the services of PT Bheta Yard Nusantara using attributes from the dimensions of reliability, responsiveness, assurance, empathy, tangible evidence and consumer satisfaction. The expectations and reality of consumer perception of the service quality of PT Bheta Yard Nusantara are measured using a likert scale measurement scale with a score of 1-4 points: (1) Strongly Disagree, (2) Disagree, (3) Agree, and (4) Strongly Agree.

Table 2.
Variable Operationalization.

Variable	Dimension indicator	Statement	Scale
Service quality (x)	Reliability	1. PT Bheta Yard Nusantara provides services in accordance with <i>the Scope of Work</i> and the agreed time provisions.	Ordinal
		2. PT Bheta Yard Nusantara understands the work given, and can provide good input outside <i>the scope of the works</i> given.	
		3. PT Bheta Yard Nusantara distributes products and services to consumers in the right amount in good condition.	
	Responsiveness	4. PT Bheta Yard Nusantara always responds quickly and responsively in helping consumers.	
		5. PT Bheta Yard Nusantara always informs if there is the latest information related to its work, both internal and external.	
		6. Consumers feel cared for when submitting a service request to PT Bheta Yard Nusantara.	
	Assurance	7. PT Bheta Yard Nusantara is able to foster consumer trust	
		8. PT Bheta Yard Nusantara makes consumers feel safe and comfortable when making transactions	
		9. There is a refund guarantee if the product/service provided is not suitable	
	Empathy	10. PT Bheta Yard Nusantara can establish good relationships with consumers	
		11. PT Bheta Yard Nusantara is responsive to the input and suggestions provided by consumers.	
		12. The staff of PT Bheta Yard Nusantara gives good personal attention to every consumer.	
	Tangible	13. PT Bheta Yard Nusantara staff use neat and professional uniforms.	
		14. The service work equipment used is always in good condition and safe to use.	
		15. All marketing and communication materials of PT Bheta Yard Nusantara (such as emails, proposals, reports) reflect a consistent and professional brand identity.	

Consumer satisfaction (y)	Consumer satisfaction	16. Consumers are satisfied with the experience of using products or services at PT Bheta Yard Nusantara.	Ordinal
		17. Consumers plan to use PT Bheta Yard Nusantara products/services again in the future.	
		18. Consumers recommend PT Bheta Yard Nusantara products/services to others	

Table 3.
Scale Likert.

No.	Statement	Score
1	Strongly disagree	1
2	Disagree	2
3	Agree	3
4	Strongly agree	4

3.5. Validity Test

According to Dewi and Sudaryanto [16] The validity test is a test used to find out and test the accuracy and determination of a measuring instrument to be used as a measure of something that should be measured. The test is intended to provide a measurement of the validity of each question item used in the study. The calculation of the validity test was carried out using the help of *software IBM SPSS Statistic 21*. Where the researcher uses the validity method for validation, the method is to correlate each score on each question item with the overall score of each attribute.

The validity test was used to calculate the correlation value (r) between the data of each question and the total score. The significance test was carried out by comparing the value of r calculation and r table with degrees of freedom (df) = n-2. The results are as follows: (a) If r counts > r table, then the question is declared valid, (b) If r counts < r table, then the question is declared invalid.

3.6. Reliability Test

The concept of reliability is the extent to which the results of a subtraction used remain reliable and free from measurement errors (*measurement error*). Instrument reliability tests are used to determine whether the data that will be generated is reliable or robust. Reliability tests measure the variables used through questions or statements used (Darma, 2021).

An instrument to measure each variable is said to be reliable if it meets the specified reliability limits [17]: (a) If r alpha > 0.70, then the question is reliable, (b) If r alpha < 0.70, then the question is not reliable.

3.7. Metode Importance Performance Analysis (IPA)

Method *Importance Performance Analysis* (IPA) is one of the methods used by researchers to find out how satisfied consumers are with the company's performance and also how much the service provider understands what consumers want from the services they provide [10]. This method has the purpose of measuring the relationship between customer perception and the priority of improving the quality of services or products that can be known as *quadrant analysis*.

1. According to Kurniawan and Febrianti [18] The formula used to determine the level of conformity is as follows:

$$TKi = \frac{Xi}{Yi} \times 100\%$$

Information:

TKi = Conformance Level

Xi = Performance Level Assessment Score

Yi = Importance Level Research Score

2. Then calculate the average value for each attribute by using the following formula:

$$\bar{X} = \frac{\sum x_i}{n} \text{ and } \bar{Y} = \frac{\sum y_i}{n}$$

Information:

\bar{X} = Average Performance Level Score

\bar{Y} = Average Importance Score

$\sum x_i$ and $\sum y_i$ = The sum of all variables representing each dimension

n = Total Customer Data

3. Cartesian diagram is a space divided into four parts bounded by two lines perpendicular to each other at the point (\bar{X}, \bar{Y}) . The point is obtained from the following formula:

$$\bar{X} = \frac{\sum_{i=1}^n x_i}{k} \text{ and } \bar{Y} = \frac{\sum_{i=1}^n y_i}{k}$$

Information:

\bar{X} = Limit of X axis (Performance Level)

\bar{Y} = Y-Axis Limit (Importance Level)

k = Number of Attributes studied

n = Number of Respondents

4. Result and Discussion

4.1. Results of Validity and Reliability Tests

The following is a table of the results of the validity test and the results of the reliability test that has been carried out. This data is used to ensure that the research instrument meets the necessary criteria. The validity test aims to measure the suitability of the measuring instrument, while the reliability test ensures the consistency of the measurement results.

Table 4.
Test of validity of service quality of expectations and reality.

Dimension	Statement items	R calculate		R table	Validity
		Hope	Statement		
Reliability	P1	0.560	0.380	0.312	VALID
	P2	0.357	0.375	0.312	VALID
	P3	0.351	0.489	0.312	VALID
Responsiveness	P4	0.388	0.442	0.312	VALID
	P5	0.356	0.400	0.312	VALID
	P6	0.398	0.389	0.312	VALID
Assurance	P7	0.351	0.413	0.312	VALID
	P8	0.345	0.397	0.312	VALID
	P9	0.377	0.337	0.312	VALID
Emphaty	P10	0.413	0.374	0.312	VALID
	P11	0.487	0.358	0.312	VALID
	P12	0.465	0.353	0.312	VALID
Tangible	P13	0.455	0.361	0.312	VALID
	P14	0.418	0.399	0.312	VALID
	P15	0.554	0.662	0.312	VALID
Satisfaction user	P16	0.357	0.320	0.312	VALID
	P17	0.460	0.338	0.312	VALID
	P18	0.531	0.508	0.312	VALID

Based on the results of the validity test on the five dimensions of service quality and customer satisfaction to 40 respondents, it can be seen that the r calculation of each statement is greater than the r of the table. Thus, all statements from the five dimensions of service quality and customer satisfaction are valid.

Table 5.
Reliable test of expected service quality.

Cronbach's alpha	N of items
0.695	18

Table 6.
Reliable test of reality service quality.

Cronbach's alpha	N of items
0.717	18

Based on Table 4 and Table 5, it can be seen that the score *Cronbach's Alpha* from the variables of service quality and customer satisfaction at expected level of 0.717 and the score of *Cronbach's Alpha* from the variables of service quality and consumer satisfaction at the reality level of 0.695. The results of the reliability test from the expected level of getting a score *Cronbach's Alpha* above 0.7, it can be declared very reliable and the reliability test results from the reality level get a score *Cronbach's Alpha* above 0.6, it can be declared good reliability [16]. So that the respondents' answers can be trusted to be true.

4.2. Results of the Importance Performance Analysis (IPA) Method

The following is a table that displays the results of the analysis using the *Importance Performance Analysis* (IPA) method. This table presents data showing the level of importance and performance of each indicator measured. These results aim to provide an overview of the priority improvements needed based on respondents' perceptions.

Table 7.
Calculation of average performance assessment by importance.

	Question Item	Actual (Xi)	Expected (Yi)	\bar{X}	\bar{Y}	Quadrant
Reliability	P1	140	130	3.50	3.25	II
	P2	127	124	3.18	3.10	III
	P3	130	135	3.25	3.38	II
	Average	132.3	129.7	3.31	3.24	
Responsiveness	P4	130	126	3.25	3.15	IV
	P5	122	129	3.05	3.23	I
	P6	120	128	3.00	3.20	I
	Average	124.0	127.7	3.10	3.19	
Assurance	P7	125	116	3.13	2.90	III
	P8	124	122	3.10	3.05	III
	P9	123	132	3.08	3.30	I
	Average	124	123.3	3.10	3.08	
Empathy	P10	133	137	3.33	3.42	II
	P11	130	124	3.25	3.10	IV
	P12	128	120	3.20	3.00	III
Tangibles	Average	130.3	127.0	3.26	3.17	
	P13	140	131	3.50	3.27	II
	P14	122	125	3.05	3.12	III
	P15	130	127	3.25	3.17	IV
Consumer satisfaction	Average	130.7	127.7	3.27	3.19	
	P16	135	124	3.38	3.10	IV
	P17	127	128	3.18	3.20	I
	P18	131	129	3.28	3.23	II
Total average score	Average	131.0	127.0	3.28	3.17	
		772	762	3.22	3.18	

Based on the table above, it can be seen that the average X of 3.22 indicates that performance is at a satisfactory level. performance is at a satisfactory level. While the average Y of 3.18 indicates that consumer expectations consumer expectations are at a satisfactory level. Therefore, it is known that the performance provided by PT Bheta Yard Nusantara is in accordance with consumer expectations.

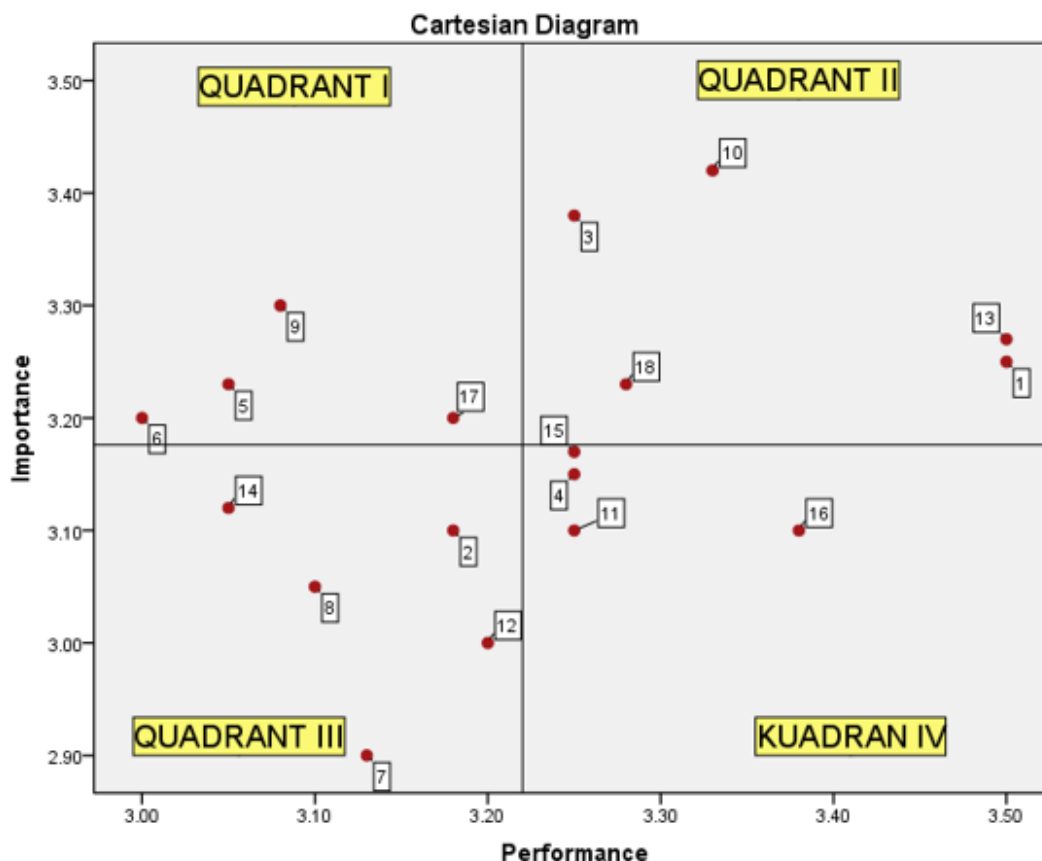


Figure 3. Cartesian diagram of the results of the analysis from the importance performance analysis method (IBM SPSS Statistic, 2024).

This study analyzes the performance of PT Bheta Yard Nusantara using the Importance-Performance Analysis (IPA) method to determine priority areas for improvement and maintain competitive advantages. Based on the analysis of the science quadrant, the results are as follows:

1. Quadrant I (High Importance, Low Performance):
 - a. Attribute 5: Transparency of work-related information.
 - b. Attribute 6: Staff attentiveness when serving consumer demands.
 - c. Attribute 9: There is a refund guarantee for the service is not suitable.
 - d. Attribute 17: The consumer's plan to use the service again.
2. Quadrant II (High Importance, High Performance):
 - a. Attribute 1: Accuracy of service according to the scope of work and agreed time.
 - b. Attribute 3: Accuracy and quality of product and service distribution.
 - c. Attribute 10: Good relationship with consumers.
 - d. Attribute 13: Neat and professional appearance of the staff.
 - e. Attribute 18: The consumer's recommendation of the product or service.

3. Quadrant III (Low Importance, Low Performance):
 - a. Attribute 2: Ability to provide input outside the scope of work.
 - b. Attribute 7: Ability to cultivate consumer trust.
 - c. Attribute 8: A sense of security and comfort during transactions.
 - d. Attribute 12: Personal attention of staff to consumers.
 - e. Attribute 14: Good and safe condition of the equipment.
4. Quadrant IV (Low Importance, High Performance):
 - a. Attribute 4: Quick response and responsiveness in helping consumers.
 - b. Attribute 11: Responsive to consumer input and suggestions.
 - c. Attribute 15: Consistency of brand identity on marketing materials.
 - d. Attribute 16: Consumer satisfaction with the service experience.

These results show that PT Beta Yard Nusantara needs to focus on improving performance in Quadrant I and maintaining its advantage in Quadrant II. This approach can increase customer satisfaction and loyalty on an ongoing basis.

5. Conclusion and Suggestion

5.1. Conclusion

Based on the Importance Performance Analysis (IPA), PT Beta Yard Nusantara has demonstrated adequate performance in areas deemed important by consumers (Quadrant I), such as information transparency, attention to customer requests, refund guarantees, and service reuse plans. This performance reflects a competitive advantage that must be maintained. However, there are priority areas for improvement in Quadrant II, such as response speed, responsiveness to consumer input, and consistency of brand identity. These areas are very important for consumers, but their performance is not yet optimal, requiring more attention from the company. Meanwhile, the attributes in Quadrant III indicate aspects with low importance and performance, which are not top priorities in the improvement strategy. Conversely, the attributes in Quadrant IV demonstrate good performance in aspects that are less important to consumers, allowing companies to maintain them without over-allocating resources. Overall, companies need to focus on improving attributes in Quadrant II, maintaining superiority in Quadrant I, and leveraging competitive advantages to enhance consumer satisfaction and loyalty sustainably.

5.2. Suggestion

1. Improving Performance in Quadrant II (High Importance, Low Performance):
 - a. Response Speed (Attribute 4): Improve service systems to ensure a quick response to consumer needs, including staff training and the use of supporting technologies such as chatbots or customer management systems (CRM).
 - b. Responsiveness to Consumer Feedback (Attribute 11): Create more effective mechanisms for receiving, reviewing, and following up on consumer feedback, such as periodic surveys or discussion forums.
 - c. Brand identity consistency (Attribute 15): Improve marketing and communication materials to better reflect professionalism and strengthen the brand image.
 - d. Service Experience Satisfaction (Attribute 16): Ensure that the consumer experience remains positive by periodically evaluating the entire service process to identify and correct weaknesses.
2. Maintaining Performance in Quadrant I (High Importance, High Performance):
 - a. Maintain excellence in aspects such as information transparency (Attribute 5), attention to consumer demand (Attribute 6), and refund guarantee (Attribute 9). Conduct continuous monitoring to ensure standards are maintained.
 - b. Use this advantage as a key attraction to expand the market and increase customer loyalty.

3. Efficiency in Quadrant IV (Low Importance, High Performance):
 - a. Aspects such as punctuality (Attribute 1) and good relations with consumers (Attribute 10) are already at a satisfactory level. Focus resources on maintaining it without the need for significant additional investments.
4. Low Priority for Quadrant III (Low Importance, Low Performance):
 - a. Attributes such as input outside the scope of work (Attribute 2) or personal attention of staff (Attribute 12) can be managed with a minimal approach because they are not the main concern of consumers. However, continue to conduct periodic evaluations to ensure that performance does not decline.

With the implementation of this advice, PT Bheta Yard Nusantara is expected to improve overall consumer satisfaction, maintain a competitive advantage, and strengthen long-term relationships with customers.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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