

The Improving of Customer Satisfaction: Service Triangle Approach

Risa Rohaibatul Bahri*, Endang Herawan
Educational Departemen, School of Post Graduates
Universitas Pendidikan Indonesia
Bandung, Indonesia
*risarb@upi.edu, endangh.upi@gmail.com

Abstract—This research entitled "Improving Customer Satisfaction: Developing a Service Triangle Approach?" The research deals with the service quality approach namely service triangle on customer satisfaction in three elements service. The study also describe about the concept of customer satisfaction, to introduce the service triangle approach and to describe of the implementation of the development of a service triangle model. The satisfaction is a higher order construct and that perceptions of service quality affect feelings of satisfaction, which in turn influence future purchasing behaviour, the implementation of this approach model should also be included in the SERVQUAL instrument. This SERVQUAL instrument can be used to measure customer satisfaction. The relative importance of service quality factors on customer satisfaction differs in different service industries. Study literature methods was used in this study. The data were gained from documentations and literature studies about.

Keywords—customer satisfaction; service triangle

I. INTRODUCTION

In the past decade, following rapid technology and information development, the education systems of most countries or areas in the Asia-Pacific region have been expanded quickly. Currently, the people in this region are concerned with not only education quantity but also education quality. Recently, China and some other rapidly developing societies in the Asia-Pacific region have been facing similar problems of education quality in development of education. Also, there are different types of educational reform in search of education quality in developed countries such as the USA, UK, and Australia [1].

Education is one of the basic needs for human development and to escape from poverty [2], it is necessary for national development and a prosperous society. Education is the responsibility of the government and should be managed through national resources. The development of technology and information that increases fierce competition for the world of education. The rapid change in the world in terms of technology, social, and economics has made educational designers fast-paced to improve the quality of education by making various changes.

In order to provide "quality" of education for customer, quality assurance is necessary. Quality assurance for

educational institutions systems has become an important issue worldwide, instigating collaborations among quality assurance agencies at international and regional levels [3]. Consequently, to achieve the education goals is depended on quality of education.

The success and progress of education can be seen from its quality. Improving the quality of education is the main requirement to produce human resources that are able to play a global role and also to create the customer satisfaction. The world of education is now increasingly competitive, as can be seen from the efforts made to improve the quality of teaching, fulfill the required facilities, provide effective and efficient academic services, build relationships both domestically and abroad. It aims to attract the interest of prospective students who will register themselves at the college.

Borrowing the ideas from total quality management [4] and system approach, education quality is defined as the character of the set of elements in the input, process, and output of the education system that provides services that completely satisfy both internal and external strategic constituencies by meeting their explicit and implicit expectations [5].

To a large extent, this definition includes the important characteristics of quality espoused in the management literature. Education quality is a multi-dimensional concept and cannot be easily assessed by only one indicator. It is often difficult for an education institution to meet all the expectations or needs at the same time. For assessing school education quality, different indicators may be developed to give information about the performance of an education institution in different aspects of input, process, and outcome. The difference in the choice of and the emphasis on indicators may reflect the diverse interests and expectations among the concerned constituencies and also the different management strategies used to achieve education quality under certain environmental constraints within a certain time frame. Therefore, customer satisfaction is a main priority in achieving quality.

According to Kotler, service is any action or activity that can be offered by a party to another party which is basically intangible and does not become ownership. Service is also a producer behavior that is given to consumers to fulfill their needs and desires in order to achieve customer satisfaction itself [6]. The word service is widely used in everyday life, for

example public services, administrative services, satisfying services and so on. This is understandable because the public is increasingly critical of getting their rights. Services cannot be released with rights. According to the Big Indonesian Online Dictionary, service is defined as an effort to serve the needs of others by obtaining rewards (money), or services. Services are also interpreted as facilities provided in connection with the sale and purchase of goods or services. The Consumer Satisfaction is defined as the overall attitude regarding a good or service after its acquisition and use [7]. Then customer satisfaction is the level of feeling both happy and disappointed feelings that customers have after comparing expectations with the results obtained after using a product / service.

To provide quality services to customers, several approaches are needed, for example is the service triangle approach. The service triangle is an interactive model of service management that reflects the relationship between educational institutions and users of education services. This approach model consists of three elements, namely service strategy (service strategy), human resources that provide services (Service people), and service systems (service system).

The general purpose of this research is to create a formulation that is useful to build a way of improving customer satisfaction provided through a service approach. While the specific purpose of this research is to obtain some findings which include:

- To describe about the concept of customer satisfaction.
- To introduce the service triangle approach.
- To describe of the implementation of the development of a service triangle model.

Based on the above problems, there are some crucial needs, especially in way to improve the quality of education referring to previous explanation, then what will be examined in this paper is the developing service model to improving customer satisfaction.

This research was in the forms of schema, narration, and description. Used descriptive method. This research is designed to learn the service approach that used by educational institutions to describe quality of service approach. Data analysis of materials collected from documentations and literature studies about. Data analysis was carried out through analyzing all the data collected called by reduction techniques, then presenting data that is categorizing data, and finally conclude. First, researcher begin by a review of extant literature in the area of customer satisfaction, then empirically examine our proposed model and end with managerial and academic implications of our research findings.

II. LITERATURE REVIEW

A. Customer Satisfaction

Starting from the definition of quality. Quality is a dynamic idea related to what is appropriate and desirable by customers, whether it is related to manufactures or services. In the service concept, quality is centered on efforts to fulfill the needs and desires of stakeholders and the accuracy of presented.

According to the research, there are two factors that affect service quality, namely the expected service and perceived service. These factors can be measured through customer satisfaction.

Satisfaction is one of the important factors. Satisfaction is an expression of customer feelings between what is given and what is expected. Consumer product satisfaction is an ongoing, dynamic process. Satisfaction is important to the providing firm not only to make immediate profit and earn more business, but because satisfaction and regret determine future visits and loyalty in the long-term [8]. In the eyes of the public, the value of a firm has traditionally been assessed by looking directly into a company's financial situation at that particular moment. However, O'Sullivan and McCallig suggest something a little different. They found that customer satisfaction indeed has a positive impact on firm value, yet directly impacts the firm's earnings. If this holds true, once customer satisfaction begins to dip, so does the firm's return on said satisfaction [9].

Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation. The concept of consumer satisfaction occupies a central position in marketing thought and practice. Satisfaction is a major outcome of marketing activity and serves to link processes culminating in purchase and consumption with post purchase phenomena such as attitude change, repeat purchase, and brand loyalty. An individual's expectations are: confirmed when a product performs as expected; negatively disconfirmed when the product performs more poorly than expected; and positively disconfirmed when the product performs better than expected. Dissatisfaction results when a customer's expectations are negatively disconfirmed [10].

Satisfied customers are key to long term business success The industries included are banking and finance, retail, government, grocery stores, hospitality/sports, and restaurants. The paper finds that customer satisfaction does differ across industries, and that both the banking/finance and hospitality/sports industries seem to please their customers more than the other industries analysed in this research undertaking [11].

Some researchers studied the links between quality and consumers' emotions and eventually with their satisfaction. This study introduces two components of total quality structure; quality of design and quality of conformance, for analysis of the link between quality and customer emotions. The results show that there is a significant relationship between possible combinations of two quality dimensions and customers' affective responses in terms of both their valence and intensity. An interesting finding of this study suggests that customers value quality of conformance higher than quality of design [12]. The indicators of customer satisfaction cannot be measured, therefore every educational institution had a different standard of customer satisfaction.

Most customer satisfaction surveys focus on how something is done and not what is done. Some research has focused on a relationship between satisfaction and identity with the mission of the organization. The conceptual model to measure the service quality was called as SERVQUAL model.

The SERVQUAL scale is becoming a principal instrument in the services marketing literature for assessing quality [13]. This instrument has been widely utilized by both managers and academics to assess customer perceptions of service quality for a variety of services [14].

SERVQUAL tool which measures the difference between expectations and customer perceptions on five factors of service quality (tangibles, reliability, responsiveness, assurance, and empathy). There are two elements of quality dimensions namely quality design and quality conformance. Quality of design and quality of conformance are two elements of quality structure that complement and interact with each other. Quality of design is defined as product/service characteristics that suit customers' expectations, needs and wants. Quality of conformance is a degree of product uniformity and fit to its specifications [15].

1. High Conformance Quality High Design Quality	4. Low Conformance Quality High Design Quality
2. High Conformance Quality Low Design Quality	3. Low Conformance Quality Low Design Quality

Fig. 1. Combination of quality dimension.

After understanding the concept of customer satisfaction, so this research will describe also about the concept of the service triangle approach.

B. Service Triangle Approach

Service triangle is an interactive model of service management that reflects the relationship between educational institutions and users of education services. This approach model consists of three elements, namely service strategy (service strategy), human resources that provide services (Service people), and service systems (service system).

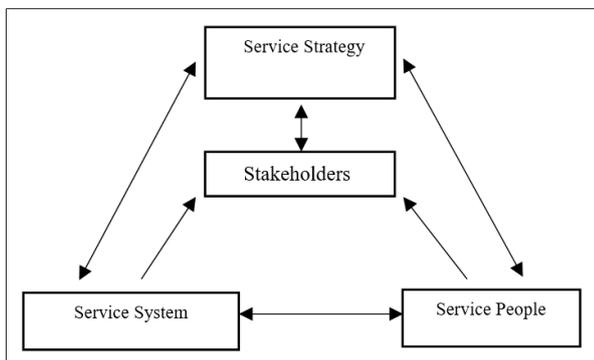


Fig. 2. Service triangle [10].

III. DISCUSSION

Increasing customer satisfaction can be done by maximizing the quality of service provided. Service quality is a form of evaluation of the level of service received with the expected level of service. So, the quality of service can be

known by comparing customer's perception of service that should be received with the reality. There are several reasons why organizations are unable to provide the expected services that are:

- The gap between consumer expectations with management perception
- Gap between management perception with service quality specification
- Gap Service quality specification with service delivery
- Communication is not maximal and effective
- Service gaps received by consumers with expected

The five gaps can be addressed through the 5-dimensional SERVQUAL instrument, namely tangibles, reliability, responsiveness, assurance, and empathy. Tangible (physical proof) is the ability of the institution to demonstrate its existence against external parties through facilities and infrastructure. Complete infrastructure availability to be an attraction for customers. The form of physical evidence services is usually the facilities and infrastructure of services available, service technology used, performance providers that comply with the service characteristics provided in demonstrating the performance of the work can be provided in the form of physical services viewable. Reliability is the ability of the institution to provide education services as promised accurately and reliably [16]. The essence of the reliability is that every employee has a reliable capability, knowing about the ins and outs of work procedures, working mechanisms, fixing any deficiencies or irregularities that do not conform to the working procedure and able to demonstrate, Directing and providing correct direction to every form of service that is not yet understood by the community. Responsiveness (responsiveness) is the ability of institutions to provide fast service to customers. Assurance (assurance) is the knowledge, they manners and ability of employees to foster customer confidence to the institutions. Empathy (caution) is the ability to understand customers with care, seriousness, sympathy, understanding and involvement in various problems faced by customers.

Furthermore, the instrument is applied through the service triangle approach:

A. Service Strategy

Service strategies that can be applied include the following:

- Create an easy-to-understand mission vision
- The institution has a service pack that is a service framework to satisfy the wishes and expectations of stakeholders that include the main services and support services

B. Human Resources Providing Services

In human resources education institutions that provide services grouped into three namely: human resources that interact directly with stakeholders (teachers/lecturers), human resources that provide services to stakeholders But only a

temporary (human resource group that prepares the means of learning process to facilitate the learning process), and human resources support (school security guards).

C. Service System

Procedures or ordinances to provide services to stakeholders involving all physical facilities and human resources owned. Effective service system is easy to provide services with a system that is barely visible to stakeholders.

The central point of the three elements above is stakeholder.

IV. CONCLUSION

Based on the concepts, theories, critical studies and analysis of the customer satisfaction and quality service as mentioned above, it can be concluded that the view predominating in the literature is that satisfaction is a higher order construct and that perceptions of service quality affect feelings of satisfaction, which in turn influence future purchasing behavior. The main thing that is the focus of quality service is consumer satisfaction. To enhance customer satisfaction, researchers offer a model of triangle approach service to apply at the time of its implementation. The implementation of this approach model should also be included in the SERVQUAL instrument. This SERVQUAL Instrument can be used to measure customer satisfaction. The approach of service triangular further reflects the relationship that occurs between the institution and the customer through the three elements are service strategy, service people and service system.

REFERENCES

- [1] H.S. Akareem and S.S. Hossain, "Determinants of education quality: what makes students' perception different?," *Open Review of Educational Research*, vol. 3(1), pp. 52-67, 2016.
- [2] M. Sivakumar and A. Sarvalingam, *Human deprivation index: A measure of multidimensional poverty*, Munich: Munich Personal RePEc Archive, 2010.
- [3] J. Mugambwa, G.W. Mugerwa, W.W. Mutumba, C. Muganzi, B. Namubiru, Y. Waswa, and I.N. Kayongo, "Privately Provided Accommodation Service Quality and Customer Satisfaction: The Case of Nsamizi Training Institute of Social Development," *SAGE Open*, vol. 6(2), 2016.
- [4] A.R. Tenner and L.J. DeToro, *Total Quality Management: Three Steps To Continuous Improvement*, MA: Addison-Wesley Publishing Company, 1992.
- [5] Y. Cheong Cheng and W. Ming Tam, "Multi-models of quality in education," *Quality assurance in Education*, vol. 5(1), pp. 22-31, 1997.
- [6] R. Devasagayam, N. Stark, and L.S. Valestin, "Examining the linearity of customer satisfaction: Return on satisfaction as an alternative," *Business Perspectives and Research*, vol. 1(2), pp. 1-8, 2013.
- [7] Mowen, *Perilaku Konsumen dan Komunikasi Pemasaran*, Jakarta: karangan Sutisna, 1995.
- [8] I. Sánchez-García, R. Pieters, M. Zeelenberg, and F. Bigné, "When Satisfied Consumers Do Not Return: Variety Seeking's Effect on Short- and Long-Term Intentions," *Psychology and Marketing*, vol. 29(1), pp. 15 – 24, 2012.
- [9] D. O'Sullivan and J. McCallig, "Customer Satisfaction, Earnings and Firm Value," *European Journal of Marketing*, vol. 46(6), pp. 827-843, 2012.
- [10] M. Negi and D.P. Kaur, "A Study of Customer Satisfaction With Life Insurance In Candgarh Tricity," *Paradigm*, vol. 14, no. 2, pp. 29-44, 2010.
- [11] G.R. Gilbert and C. Veloutsou, "A Cross Industry Comparison of Customer Satisfaction," *UK Jornal of Service Marketing*, vol. 20(5), pp. 298- 308, 2006.
- [12] G. Meirovich and N. Bahnan, "Relationship between the components of product/service quality and the customers' emotions and satisfaction," *Journal of Industrial Engineering and Management*, vol. I, no. 2, pp. 186-208, 2008.
- [13] A. Parasuraman, L.L. Berry, and A.V. Zeithaml, "SERVQUAL: A Multiple Item Scale for Measuring Consumer Perceptions of Service Quality", *Journal of Retailing*, vol. 64, no. 1, pp. 12-40, 1988.
- [14] T. Vanniarajan and P. Gurunathan., "Evaluation of tion of Linkage between Ser een Service Quality, Customer Satisfaction and Repurchase Intentions: Customer Satisfaction and Repurchase Intentions: An Application of SEM" *Asia-Pacific Business Review*, vol. 5, no. 4, pp. 108-118, 2009.
- [15] Sudha, "Total Quality Management In Higher Education Institutions," *International Journal of Social Science & Interdisciplinary Research*, vol. 2, no. 6, pp. 121-132, 2013.
- [16] U.S. Saud, *Bungan Rampai Administrasi Pendidikan Teori dan Praktik*, Bandung: Alfabeta, 2018.