

The Strategy of Servicescape Approach in an Effort to Improve Trijaya Ban's Service Quality

Kania Mulyono

*Faculty of Economics and Business
Universitas Indonesia
Depok, Indonesia
kaniamulyono@gmail.com*

Dedi Wibowo

*Faculty of Economics and Business
Universitas Indonesia
Depok, Indonesia
bowo15101971@yahoo.com*

Abstract—The strength of SMEs is commonly how to provide unique products and services but not all SMEs can deliver it well. Some SMEs still encounter difficulties in delivering the quality service in creating a consumer's experience especially in service context. Servicescape can be defined as a service environment represented the artificial and psychological, it is organized and delivered by service provider and experienced by consumer. This research conducts in Trijaya Ban, one of SMEs in Jakarta, Indonesia. It is an exploratory research by employing some methods in collecting data; interview, questionnaires, observation, and documentation. The questionnaire explores customer's perception and expectation based on literature and information obtained from in-depth interview. The questionnaire was distributed to 60 respondents that was randomly selected by convenience sampling method. The distribution aimed at exploring the existing condition about servicescape in Trijaya Ban. The analysis method employed is Importance-Performance Matrix (IPA matrix) in building recommendations to increase service quality.

Index Terms—servicescape, service quality, SMEs

I. INTRODUCTION

One of the advantages of SMEs is how to serve consumers in specified needs. The strength of SMEs is commonly how to provide unique product and services, but not all SMEs can deliver it well. Some SMEs are still difficult to deliver quality service in creating consumer's experience especially in service context. An "experience" is the most important for consumers in delivering service [1]. Although many research explained about service-based experience, the findings are still unclear [2]. Servicescape includes not only substantive component but also communicative. The "servicescape" can be defines as service environment represented the artificial and psychological, it is organized and delivered by service provider and experienced by consumers [1].

Bitner introduced servicescape as a theoretical framework that can be managed to attain marketing and organization goals [3]. A number of studies have been conducted about servicescape, existing studies included the importance of servicescape in building image, customer satisfaction, customer experience, and behavioral intention. Based on past studies, servicescape gives a positive effect on image [2], it also has positive impact on customer satisfaction [4], while customer experiences and behavioral intention are also affected positively by it [5]–[7].

After knowing that servicescape has positive effect toward those aspects, therefore this study aimed at exploring how to increase service quality through servicescape in SMEs. Service quality is one the complex problems in SMEs because each SME has its own characteristics. The study was conducted in SME automotive industry that considered as potential industry in Indonesia. The research took place in only one SME in Jakarta "Trijaya Ban" in order to explore the problem deeply. Trijaya Ban is one of SME workshops which provides a car repair shop (reparation, replace tires, machine maintenance, accessories installation, and other services). Trijaya Ban was established in 1976 and has long experience and good reputation as SMEs in automotive industry.

II. LITERATURE REVIEW

A servicescape defines as the physical environment of an organization including various elements such as overall layout, design, and others or atmospherics such as lighting, textures, temperatures, color, and music [1]. Servicescape is an element of service that aims to communicate something related service, facilitate service performance, and value-added and under-rated members of the overall consumer's experience [8]. Organization can use servicescape to interact with consumers [1]. Servicescape has four objectives: (1) to shape the experience and consumer behavior, (2) to demonstrate a quality and firm position, useful in differentiating and strengthening the company's brand, (3) to build the main competencies in value proposition, (4) to facilitate service encounter and improve service quality and productivity of the company [9]. Servicescape has several dimensions consisting of layout, spaciousness, organization, cleanliness, and attractiveness [10] ambient conditions, spatial layout and functionality, and signs, symbols, and artifacts [3], ambient factors, layout navigation, cleanliness, interior decor, and seat comfort [11].

III. RESEARCH METHODOLOGY

This research was focus on using case studies to maximize the exploration of contextual richness and complexities whithin SME's service [12]. Research used one SME that has been chosen based on criteria. The SME is Trijaya Ban Located in Jakarta. This study employed exploratory research. Exploratory research is a research design that has

TABLE I
 SERVICESCAPE ATTRIBUTES

Dimensions	Indicators	Attributes
Ambient factors	Temperature	1. The air temperature in the service room feels comfortable to me
	Noise	2. The noise level in the service room is acceptable
	Lightning	3. Lighting in the service room is neither too bright nor too dark
Cleanliness	Cleanliness	4. I think cleanliness in the service room is very well preserved 5. I think the cleanliness in the toilet was very well preserved
Attractiveness	Attractiveness	6. The cashier's desk design is pleasing to the eye 7. The design of the sales desk is pleasing to the eye 8. The design of the waiting chair is pleasing to the eye
Interior décor, Layout navigation, Spatial layout and functionality, Organization,	Placement of furniture	9. Have a nice placement of furniture 10. Has an easy-to-reach cashier desk (I do not need to spend more to search the cashier's desk)
Functionality	Functionality	11. Have the arrangement of products (tires, oil, spare parts) are pleasing to the eye (not messy and arranged according to a predetermined classification) 12. Has supporting facilities such as Wi-fi, TV, outlet, trash
Seat comfort	Comfort	13. Have a very comfortable pray room 14. Has a very comfortable waiting chair
Sign, symbols, and artifacts	Sign	15. Clear sign/direction board (exp. reference board name parking area, work area and service area)

Source: [3], [9]–[11], [15]–[17]

main objective to give insights and understanding the problem situation confronting the researcher [13]. Exploratory research is used in cases when the researcher need to define the problem more precisely, identify relevant courses of action, or gain additional insights before an approach is developed [13]. This research employed some methods in collecting data: interview, questionnaires, observation, and documentation.

Researcher observed directly in Trijaya Ban to collect data about activities related to customer, producer, and supplier. The method of interview is a semistructure interview that means an interview activity that combines structured interviews and unstructured interviews where a researcher has a list of questions as reference and preparation that can be developed in the interview process. In first step, the researcher interviewed head of operational and employees of Trijaya ban to identify all problems encountered in Trijaya Ban.

The questionnaire explores customer's perception and expectation following a review of the literatures and based on information obtained from in-depth interviews with Trijaya Ban's management. The questionnaire was distributed to 60 respondents that was randomly selected by convenience sampling method. The convenience sampling was chosen because the survey was conducted directly in Trijaya Ban (face-to-face).

Based on data from in interview, observation, and documentation, the researcher then conducted relationship survey and SERVEQUAL survey that built two main points in questionnaires building: (1) customer perception and (2) customer expectation. In the end, researcher built a questionnaire indicator (Table I). The indicator was also adopted from some research literatures. The customer perception and expectation used attributes from Table I with the Likert scale from 1 to 6 as the measurement, with the following divisions: (1) Strongly Disagree; (2) Disagree; (3) Somewhat Disagree; (4) Somewhat Agree; (5) Agree; (6) Strongly Agree.

The measurement of service quality level was done through

the value of conformity between customer perception and expectation [14]. The measurement of the service quality level was done with the aim of identifying aspects of service performance that need to be improved, assessing how much improvement is needed in every aspect, and evaluating the impact of the improvement effort [8]. The equation that used to calculate the percentage of conformity is:

$$TKi = \frac{\sum X_i}{\sum Y_i} \times 100\% \quad (1)$$

X_i : Total Percentage of Consumer Perceptions
 Y_i : Total Percentage of Consumer Expectations
 TKi : Total Percentage of Conformity

Based on collected data, the researcher built Importance-Performance Matrix. Importance-Performance Matrix includes a diagram consisting of four quadrants: quadrant A, B, C, D. Quadrant A "concentrate here" is the area where the company must fix the aspects within the quadrant because the aspects are considered important by the consumer but the received service was not good. Quadrant B "maintain performance" is a quadrant consisting of aspects that the company is good enough in performing its services and the aspects are in line with customer expectations. Quadrant C "not important" is a quadrant consisting of aspects where company performance and customer expectations are low. Last, Quadrant D "possibly overkill" is the quadrant where the company's performance against a high aspect but not the customer's expectations. The advantages of this IPA diagram is to help the company to find out what the priority of improvement in the company. The company can easily determine the aspects that should be a company concern (quadrants A and B) and not concern (quadrant C and D) [8]. By combining the result of customer perception and expectation toward servicescape and importance-performance matrix, the result helped Trijaya Ban

TABLE II
THE CONFORMITY SCORE BETWEEN CUSTOMER'S PERCEPTION AND EXPECTATION

Attributes	Customer's Perception (Mean)	Customer's Expectation (Mean)	Conformity
1. The air temperature in the service room	4.08	5.15	79.3%
2. The noise level in the service room	4.37	5.03	86.8%
3. Lighting in the service room	4.50	5.12	87.9%
4. I think cleanliness in the service room	3.77	5.52	68.3%
5. I think the cleanliness in the toilet	3.72	5.53	67.2%
6. The cashier's desk design	4.27	4.78	89.2%
7. The design of the sales desk	4.25	4.75	89.5%
8. The design of the waiting chair	4.08	4.83	86.2%
9. The placement of furniture	4.02	4.73	86.6%
10. The easy-to-reach cashier desk	4.73	4.87	99.0%
11. The arrangement of products (tires, oil, spare parts)	4.12	4.70	89.4%
12. The supporting facilities	3.67	5.45	67.3%
13. The comfort of pray room	3.78	5.47	69.2%
14. The comfortable waiting chair	3.85	5.40	71.3%
15. Clear sign/direction board	3.70	5.42	68.3%

to know the important aspects to repair, improve, maintain, or reduce in order to improve the service quality especially tangible dimension.

IV. RESULTS

In determining aspects which have a major influence on customer perceptions of physical attractiveness and the importance of these aspects to improve the perception of service quality related to the servicescape of Trijaya Ban and determine these matters then use and the percentage formula of conformity. The result of the percentage of conformity is the value from perception of service quality, because service quality comes from the gap between customer's perception and customer's expectation. The percentage in 100% presented that the performance of Trijaya Ban was in accordance with customer's expectation. If the percentage is above 100%, the condition presented that performance is higher than customer's expectation. If the percentage below 100%, the condition presented that performance is lower than customer's expectation (Table II).

Based on Table II, conformity score explained that all performance servicescape in Trijaya Ban has not met customer's expectation. The condition illustrated quality service in Trijaya Ban had shown a weakness. The lowest score of conformity is attribute no. 12 "the supporting facilities" and the highest score is the easy-to-reach cashier desk.

The next step was group the results into the importance-performance matrix (*IPA Matrix*), X axis shows the customer's perceptions were obtained through the total average customer perception divided by the number of attribute items (15). While the Y-axis shows customer expectations whose value is obtained through the total average value customer expectations divided by the number of attribute items (15). The following figure is the result of importance-performance matrix.

The grouping servicescape aspects on Trijaya Ban based on importance performance matrix (*IPA Matrix*) consisted of 4 quadrants. Quadrant A or "concentrate here" is (4) cleanliness of service area, (5) cleanliness of toilets, (12) comfort of pray room/mosque, (13) comfort waiting chair, (14) supporting

facilities such as Wi-fi, TV, outlet, and dumpster, and (15) clear sign/direction board. In quadrant B or category "maintain performance", there are (1) comfortable indoor air temperature and (3) adequate lighting. In quadrant C or category "not important", there is (9) nice looking chair design. In quadrant D or category "possibly overkill", there are (2) acceptable noise level, (6) having a cashier desk design is pleasing to the eye, (7) have a good sales desk design, (8) having a cashier desk design is pleasing to the eye, (10) have a placement of furniture that is pleasing to the eye, (11) have a product arrangement that is pleasing to the eye.

Because the quadrant "concentrate here" is a quadrant for aspects with high importance but low performance, Trijaya Ban should consider attributes in the quadrant as important aspects to be improved. The researcher tried to build a strategy to improve the service quality based on the result of IPA matrix through recommendations to improve performance, maintain performance, and maximize the functionality of related aspect. The researcher and Trijaya Ban compiled a improvement plan together. The result of recommendations are: recruiting additional office boy to keep the cleanliness in service area, replacing the color in creating a clean impression such as the color of chair and table or the color of floor, adding some trash in service area, building comfortable atmosphere in pray room by setting temperature or light level, keeping cleanliness in pray room, ensuring all facilities in pray room, giving direction for "qiblat", increasing Wi-fi speed, adding TV channels, increasing the number of charger area, designing an attractive sign and print the sign, and putting the sign inside the viewing area that is convenient for the customer. Finally, the study divided servicescape into four main dimensions to improve: cleanliness, functionality, comfort, and sign. To make customer comfortable, Trijaya should build comfortable atmosphere by designing attractive interior and exterior. Owner should choose a suit color to stimulate customer in service area. The right color and color combination will stimulate and relax customers in the given environment [1]. The type of lighting directly influenced an individual's perception about quality of the space [1]. The implications of this research for SME owner (Trijaya

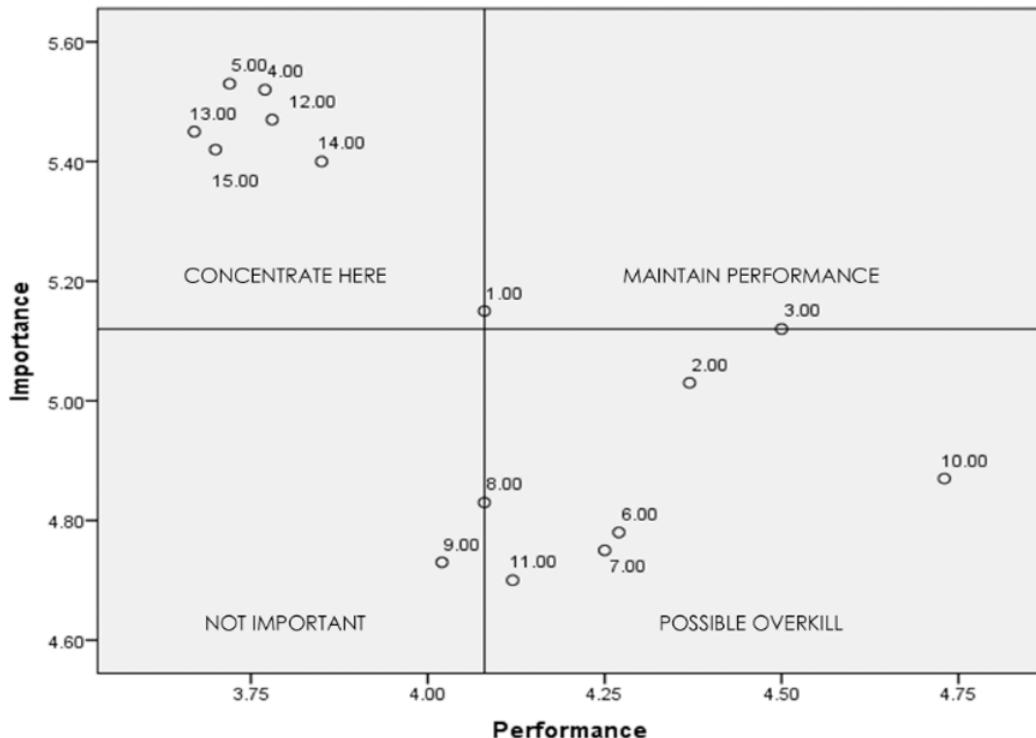


Fig. 1. The result of IPA matrix.

Ban) focused on the need to address some improvement in supported facilities to make customers comfortable when they visit. All of improvement must be in line with customers' needs. In service sector, "experience" is the most important aspect to create customer loyalty and conduct repurchasing.

The various element of servicescape made a stimuli in physical, emotional, and psychological aspects for customers. A previous paper also explained the relationship between servicescape elements and outcomes [1]. Desire of owner to commit in an effort of service improvement determined how SMEs can be successful. Some SMEs are family concentrated ownership and they have power to make a decision in business activities [18]. Lack of competencies or skill in owner can cause the failure of the most SMEs [19].

V. CONCLUSION

Quality service is a complex problem in SMEs context. Servicescape can help SMEs increase in service quality especially Trijaya Ban. Based on the data analysis, the study found some aspects in each quadrant in IPA Matrix. The aspects which are in "possible overkill" included acceptable noise level, a pleasing cash register design, pleasing sales table design, a pleasing waiting chair design, a cash register that is easily reached, and a product arrangement. The aspect which is "not important" category included furniture placement. The aspects in "maintain performance" category included comfortable air temperature, sufficient lighting. The aspects in "concentrate here" category are clean service area, clean toilets, comfortable

mosque, comfortable waiting chair, supporting facilities, and clear signboard. Based on this result, researcher will focus on "concentrate here" category in formulating recommendations to improve service quality. Some recommendations that have already formulated: recruiting additional office boy to keep the cleanliness in service area, replacing the color in creating a clean impression such as the color of chair and table or the color of floor, adding some trash in service area, setting temperature or light level can build comfortable atmosphere in pray room, keep cleanliness in pray room, ensuring all facilities in pray room, giving direction for "qiblat", increasing Wi-fi speed, adding TV channels, increasing the number of charger area, designing an attractive sign and print the sign, putting the sign inside the viewing area that is convenient for the customer. Finally, the study divided servicescape into four main dimensions to improve: cleanliness, functionality, comfort, and sign. The various element of servicescape could possibly make a stimuli in physical, emotional, and psychological customers.

VI. LIMITATION OF STUDY

The study ignored some assumptions in SMEs such as limitation of budget, organizational culture, and top management or owner capability. The research only focused on "servicescape" issue in SMEs. The future research can explore other issues in SMEs such as green practice, human resource capacity, financial aspect, and many more. The study was only conducted in one SMEs that might not generalize a

problem widely in SMEs. The future research are encouraged to use some SMEs to conduct comparison study about “servicescape”.

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