JOURNAL OF
BUSINESS AND MANAGEMENT
Vol. 3, No.8, 2014: 860-872

THE ASSESSMENT OF SERVICE QUALITY OF PT INTERLINK TOUR AND TRAVEL IN BANDUNG USING THE SERVQUAL SCALE AND TIME STUDY ANALYSIS

Tirza Destiny and Akbar Adhiutama
School of Business and Management
Institut Teknologi Bandung, Indonesia
tirza.destiny@sbm-itb.ac.id

Abstract-The current competition of tour and travel industry in Bandung is fierce, since currently there are more than one hundred tour and travel companies in Bandung. A lot of similar companies are engaged in the same field (i.e. the service products offered are similar). To survive in the long run and to be able compete, the key is simply to build customers' trust and loyalty and to provide high quality service. This research focuses on the service quality of PT. Interlink Tour and Travel, investigating the gap between customer expectations and perceptions of the company's service (i.e. known as SERVQUAL). In addition, this research also addresses the operation system of front line desk people who are in charge in directly serving the customer at PT. Interlink Tour and Travel.For this purpose, questionnaires have been designed based on SERVQUAL method (i.e. the gap between customer perceptions and expectations of the service) proposed by Parasuraman et al. (1985 and 1988). A total number of 101 regular customers from PT. Interlink Tour and Travel participated in this research. For the operation system of front line desk employees, observations based on Time Study analysis have been conducted. The findings show that all scores for perceptions were lower than the expectations scores, indicating that the service in PT. Interlink Tour and Travel did not meet the expectations of the customers. Although the perceptions score were lower, it was shown that 71% of total respondent were willing to experience the service again. This could mean that the service perceived is still in the zone of tolerance. The largest gap can be found in the tangible dimension, followed by the reliability dimension. Overall, it seems that the company needs to start focusing on the tangible dimension by developing marketing communication such as pamphlets or posters regularly and the reliability dimension as by giving precise service delivery. The findings from the time study observation suggest that the total time of each process is unstable. It is also revealed that compared to its competitor, the operation system in the front line desk at PT. Interlink Tour and Travel takes longer. There are several non-value added steps in the process that may lead to customers' dissatisfaction. Based on this observation, the current service in front line desk is still lacking in the responsiveness dimension. If the lack in responsiveness continues, it may lead to an overall bad service quality and customers' dissatisfaction or even loss of customers. Since customers generally want to feel valued, they want faster response.By using SERVQUAL, service quality can be understood in the perspective of the consumer. This method aims to determine whether the service needs to be fixed or the extent to which services need to be improved in the eyes of consumers. Time study analysis is useful to specifically understand to a certain extent the condition of service in the frontline desk, enriching our understanding of PT. Interlink Tour and Travel's service quality. This study is particularly related to the responsiveness dimension, one of the service quality dimensions measured in SERVQUAL.

Keywords: Service Quality, Customer Gaps, Travel Agency, Time Studies

Introduction

Tour and travel agency is a type of business that prepare itinerary, flight on a charter airline and transfer from the airports to hotels and provide tour guide from local representatives. Many tour and travel agencies were opened recently amid high demand for traveling abroad. Based on Ministry of Tourism and Creative Economy of Republic Indonesia, there were 655

tour and travel agencies in 2007 and according to Asnawi Bahar, Chief of Association of Indonesian Travel Agency (ASITA), the number of tour and travel agencies in Indonesia in 2014 has reached 6,000 companies. The number of companies is growing due to more public enthusiasm for traveling abroad. Access to travel overseas or domestic is also getting easier since the rise of tour and travel agencies which could make it easier for people to plan their trip as their wish thus contribute to the increase in number of traveler.

Survey data from TripBarometer shows that the number of Indonesian travelers who plan to travel overseas has increased from 55% in 2013 to 62% in 2014. International travelers spend more cash for traveling in 2014, most international travelers increase the travel budget by 18% from USD 2,650 in 2013 to USD 3,121 in 2014. This indicates the increasing number of Indonesian traveler is balanced by Indonesia's financial and economic power that is also increasing. These data have attracted entrepreneurs to invest in creating a travel agency whether in small or large scale. PT. Interlink Tour and Travel is one of tour and travel agencies founded in Bandung. PT. Interlink Tour and Travel, established since 7 July 1976, has been registered as a member of IATA (International Air Transport Association) and ASITA (Association of Indonesian Travel Agency). PT. Interlink Tour and Travel is classified as SME (Small to Medium Enterprise). There are many players in the same industry as PT. Interlink Tour and Travel around Bandung such as Jaya Prima, Tim Travel, and Pesona Muda Travel. Within short distance, no wonder the competition in grabbing market share becomes high. Each agency is trying to give the best product and service to win customer's heart and in the end increase the company's profit.

Literature Review

Service Quality

Service quality is a method of measurement that attempts to discover how well the service fit customer expectations. To deliver service means to conform with customer expectations on a consistent basis (Parasuraman, Zeithaml, dan Berry, 1985). If the quality service level delivered below customer expectation means that service is considered poor. Otherwise if the perceived service quality meet or exceed the customer expectations of service quality means that service is considered good. Thus, will satisfy customer and will lead to intention to repurchase. The higher the servqual value, the better the assessment of the quality of services delivered. In order to understand how users perceived and assessed the quality of services, measuring and comparing the results of quality performance is necessary. Zeithaml, Parasuraman and Berry found five key dimensions of quality contribute to customers perceptions when evaluating service quality:

- Reliability
  The ability to perform what was promised accurately and dependably
- Assurance
  The knowledge and courtesy of employees and the employees ability to foster trust of customers
- Tangibles
  The physical equipment and facilities as well as the appearance of employees
- Empathy
  The ability to understand customer's needs specifically
- Responsiveness
  Willingness to help and provide prompt service to customers

Customer Gap Analysis

Parasuraman et al. (1985) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions. Service quality model is developed based on gap analysis. Parasuraman et al. (1985) indicated that there are gaps in service organization which result in within the service organization that result in service

quality problems and dissatisfaction of the service receiver. They identified four potential gaps within the service organization that may lead to the fifth and most serious gap: the difference between what customers expected and what they perceived was delivered. The four gaps are Gap 1: Customer expectation - management perception gap; Gap 2: Management perception - service quality specification gap; Gap 3: Service quality specifications - service delivery gap; Gap 4: Service delivery - external communication gap. This model is divided into two parts, the upper half involves customers experiences while the lower half involves service provider's activities.

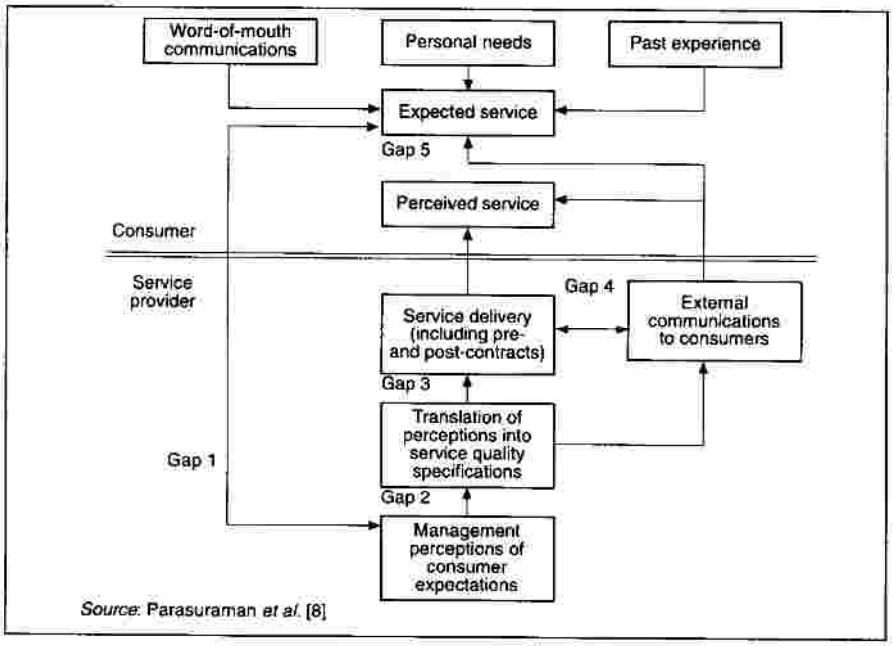

Figure 1. Customer Gap Model

The gap score is evaluated by comparing the expectations of service (E) with perception of actual service (P). According to dis-confirmation paradigm if E>P it indicates that the quality service delivered is below customer expectation and considered as poor quality of service. Otherwise if E<P indicates that the perceived service quality meet or exceed the customer expectations of service quality and considered good. The gaps in service quality gaps were calculated using the SERVQUAL approach by subtracting perceptions (P) and expectations (E) of customers as G = E-P. The aim of service quality improvement is to narrow down the fifth gap which is the perceived service gap by reduce the gap 4 (gap addresses the difference between service delivery and external communications to consumers about service delivery).

Zone of Tolerance

Customer service expectations are characterized by various levels limited by the desired and adequate service, rather than a single level. This zone of tolerance, which is the difference between desired service and adequate service levels, can expand and contract in a customer (Zeithaml, V., Wilson, A., Jo Bitner, M., & D Gremler, D. (n.d.). Customer expectations of service. In Services Marketing (6th ed., p. 55). The two biggest influences on the desired level of service is personal needs and philosophy of service. Personal needs, states or conditions important to the physical or psychological well-being of customers, are important factors that shape what customers want in a service. Secondly, Lasing service intensifiers individual, stable factors that cause customers to heightened sensitivity to service that occurs when customer expectations driven by another person or group of persons. There are five factors that in?uence adequate service temporary service intensi?ers (short-term of individual factors that make a customer more aware of the need for service), perceived service

alternatives (other providers from whom the customer can obtain service), customer self-perceived service role (partly shaped by how well they believe they are performing their own roles in service delivery), situational factors (service performance conditions that customers view as beyond the control of the service provider), and predicted service (the level of service that customers believe they are likely to get). Predicted service is influenced by explicit service promises (personal and non-personal statements about the service made by the organization to customers), implicit service promises (service-related cues other than explicit promises that lead to inferences about what the service should and will be like), word-of-mouth communications (statements made by parties other than the organization convey to customers what the service will be like and in?uence both predictive and desired service), and past experience (the customer's previous exposure to service that is relevant to the focal service) (Zeithaml, V., Wilson, A., Jo Bitner, M., & D Gremler, D. (n.d.). Customer expectations of service. In Services Marketing (6th ed., pp. 60-66).

Time Study Analysis

Time study is a study to analyze how long it takes to complete a job. This is done by breaking down the work into simpler units and setting the execution benchmarks. The purpose of time study is to maximize the worker's productivity and to identify the employees on the basis of personality and skills analysis. Time standards can be defined as "the time required to produce a product at a work station with the following three conditions which are a qualified, well-trained operator, working at a normal pace, and doing a specific task (Meyers, 2002). Some of the key benefits are to improve the existing methods of performance. Since time study is designed to make process go by more quickly, the author argues that study can be used to investigate the responsiveness of front line desk staff when delivering service. As one of the five dimension of service quality, responsiveness is important to increase customer satisfaction. In small businesses, responsiveness plays an important role in retaining customers. Untimely time to customer demand is one of the hallmarks of poor customer service. Poor response time, especially if done repeatedly, leading to loss of customers and revenue. Customers want to feel valued. Therefore, customers are likely to take their business elsewhere if they feel neglected, if they have an immediate need for the services that you fail to deliver, or if they do not appreciate your work ethic. The key to making loyal customers is to provide them with efficient service with the required time frame. There are two standard ways to record time study data (Barnes, 1980). The first one is the *continuous* method. In this method the data collection involves starting the stopwatch when the study begins, uninterrupted, until the study is complete. At the conclusion of each element, the current reading, or the elapse time, is recorded on the data sheet. The continuous method is also better adapted to measuring and recording very short elements. The *second method* is the snapback method. In this method, the watch is read at the breakpoint of each element and is returned to zero as the next element takes place. The snapback method is also better adapted to measuring and recording long elements.

Methods

Data collection

The period of research and collecting data for this research started from June 2014 until July 2014. In Time Study the data was collected using the continuous method. In this method the data collection involves starting the stopwatch when the study begins, uninterrupted, until the study is complete. At the conclusion of each element, the current reading, or the elapse time, is recorded on the data sheet. In order to measure the service quality gaps, questionnaire have been designed based on SERVQUAL method. The sample of the survey is customers who had used the service of the agency. Sample size in this research is 101 respondents based on alternative sample size suggestion by Fraenkel & Wallen (1993) which states that for a descriptive study, a sample with the minimum of 100 classified as essential. The questionnaire includes 20 questions in two forms (perceptions and

expectations) with a four point Likert scale. Table 1 listed the 20 service quality variables include (five generic dimensions of which, four items are sub- dimensions):

Table 1. Service Quality Variables

Dimension	Attributes
Tangible 1	Advanced technology of equipments
Tangible 2	Appealing physical facilities
Tangible 3	Neat appearance of staff
Tangible 4	Attractive other relevant equipment and material
Reliability 1	Exact and precise time delivery
Reliability 2	Staffs show sympathy when cusstomer's got problems
Reliability 3	Provide the right and precise service
Reliability 4	On-time service delivery
Responsiveness 1	Inform customers when services will be delivered
Responsiveness 2	Fast service delivery
Responsiveness 3	Ready to help customer
Responsiveness 4	Employees never too busy to respond customers request
Assurance 1	Trusted staffs
Assurance 2	Secure environment during service process
Assurance 3	Well-mannered staff
Assurance 4	Staffs have the knowledge to answer students questions
Empathy 1	Give individual attention to all of its customers
Empathy 2	Allocate equal and pleasant operational time for customer
Empathy 3	Pay attention to the interests of its customers
Empathy 4	Understand customer's needs specifically

The measurement scale that used in this research is 4 points Likert scale. Likert scale represents customers' agreement on the statements given. All the 20 questions in two forms (perceptions and expectations) are all designed in a four point Likert scale (as shown in table 2.).

Table 2. Four Point Likert Scale

Strongly Disagree	Disagree	Agree	Strongly Agree
1	2	3	4

Data analysis

Data were analyzed using SPSS 19. Scale reliability were tested using Cronbach's alpha to test consistency of questionnaire. The values of all five dimensions in the present study are above 0.7 which indicates good reliability of the data (Nunnally and Bernstein 1994). George, D. & Mallery, P. (2003) proposed the following rules of thumb.

Table 3. Reliability Test

Cronbach's Alpha	Internal Cosistency
a = 0.9	Excellent
0.9 > a = 0.8	Good
0.8 > a = 0.7	Acceptable
0.7 > a = 0.6	Questionnable
0.6 > a = 0.5	Poor
0.5 > a	Unacceptable

Service validity analysis were tested to measure the degree in which the tool measure what it intended to measure by comparing Corrected Item-Total Correlation score to r-table score (df=101; a=0.05). Mean and standard deviation for each items of variables were obtained to assess service quality gaps.

Questionnaire design

The purpose of SERVQUAL questionnaire as a tool to collect data is to measure the service quality gaps in PT. Interlink Tour and Travel. There were three three parts in the questionnaire. Part 1 was designed to collect respondents profile. Part 2 assessed respondents expectation and perception of service quality based on a 4-point Liker scale, scaling from "strongly disagree" (1) to "strongly agree" (4), 20 questions were included in two forms (expectation and perception). Part 3 gathered respondents opinions, critics, and willingness to repurchase.

Results and Discussion

Data validitiy

Validity test is used to measure the degree in which the tool measure what it intended to measure. A questionnaire can be decided as valid if questions on the questionnaire able to uncover the data which will be measured by the questionnaire. Thus, validity test wants to measure whether the questions on the questionnaire made is able to measure. (Ghozali, 2009).

To measure the validity on each questions can be done by comparing value of each item on Correlated Item-Total Correlation score to r-table score = 0.1956 (df = 101; a = 0.05). If the item's value on Correlated Item- Total Correlation scores are greater than r-table, then it means the statement is valid. The questions on the questionnaire is valid as described in the Table 4.

Table 4. Validity Test

Dimension	Perception			Expectation		
	Corrected Item-Total Correlation	R table	VALID/ NOT	Corrected Item-Total Correlation	R table	VALID/ NOT
Tangible		0.1956			0.1956	
Tangilbe1	0.705	0.1956	VALID	0.565	0.1956	VALID
Tangible2	0.746	0.1956	VALID	0.647	0.1956	VALID
Tangible3	0.58	0.1956	VALID	0.553	0.1956	VALID
Tangbile4	0.728	0.1956	VALID	0.725	0.1956	VALID
Reliability		0.1956	VALID		0.1956	VALID
Reliability1	0.736	0.1956	VALID	0.728	0.1956	VALID
Reliability2	0.604	0.1956	VALID	0.728	0.1956	VALID
Reliability3	0.714	0.1956	VALID	0.647	0.1956	VALID
Reliability4	0.571	0.1956	VALID	0.686	0.1956	VALID
Responsiveness		0.1956	VALID		0.1956	VALID
Responsiveness1	0.609	0.1956	VALID	0.654	0.1956	VALID
Responsiveness2	0.698	0.1956	VALID	0.644	0.1956	VALID
Responsiveness3	0.602	0.1956	VALID	0.562	0.1956	VALID
Responsiveness4	0.571	0.1956	VALID	0.588	0.1956	VALID
Assurance		0.1956	VALID		0.1956	VALID
Assurance1	0.673	0.1956	VALID	0.654	0.1956	VALID

Assurance2	0.646	0.1956	VALID	0.664	0.1956	VALID
Assurance3	0.652	0.1956	VALID	0.696	0.1956	VALID
Assurance4	0.657	0.1956	VALID	0.579	0.1956	VALID
Empathy		0.1956	VALID		0.1956	VALID
Empathy1	0.623	0.1956	VALID	0.666	0.1956	VALID
Empathy2	0.668	0.1956	VALID	0.637	0.1956	VALID
Empathy3	0.764	0.1956	VALID	0.72	0.1956	VALID
Empathy4	0.78	0.1956	VALID	0.75	0.1956	VALID

Data reliability

Reliability of data collected was determined using Cronbach's alpha test. The values of all five dimensions in the present study are above 0.7 which indicates good reliability of the data (Nunnally and Bernstein 1994). George, D. & Mallery, P. (2003) proposed the following rules of thumb.

Table 5. Reliability Test Rules of Thumb

Cronbach's Alpha	Internal Cosistency
a = 0.9	Excellent
0.9 > a = 0.8	Good
0.8 > a = 0.7	Acceptable
0.7 > a = 0.6	Questionnable
0.6 > a = 0.5 0.5 > a	Poor Unacceptable

Results of the reliability as follows:

Table 6. Reliability Test of Tangible Dimension Perception

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.848	.848	4

According to the Table 6, the score of Cronbach's Alpha in tangible dimension on perception form is 0.848 which means the reliability is good based on the rules of thumb.

Table 7. Reliability Test of Tangible Dimension Expectation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.807	4

According to the Table 7, the score of Cronbach's Alpha in tangible dimension on perception form is 0.848 which means the reliability is good based on the rules of thumb.

Table 8. Reliability Test of Reliability Dimension Perception

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.828	.828	4

According to the Table 8, the score of Cronbach's Alpha in reliability dimension on perception form is 0.828 which means the reliability is good based on the rules of thumb.

Table 9. Reliability Test of Reliability Dimension Expectation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.855	4

According to the Table 9, the score of Cronbach's Alpha in reliability dimension on perception form is 0.855 which means the reliability is good based on the rules of thumb.

Table 10. Reliability Test of Responsiveness Dimension Perception

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.802	.804	4

According to the Table 10, the score of Cronbach's Alpha in responsiveness dimension on perception form is 0.804 which means the reliability is good based on the rules of thumb.

Table 11. Reliability Test of Responsiveness Dimension Expectation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.799	.799	4

According to the Table 11, the score of Cronbach's Alpha in responsiveness dimension on expectation form is 0.799 which means the reliability is acceptable based on the rules of thumb.

Table 12. Reliability Test of Assurance Dimension Perception

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.829	.830	4

According to the Table 12, the score of Cronbach's Alpha in assurance dimension on perception form is 0.830 which means the reliability is good based on the rules of thumb.

Table 13. Reliability Test of Assurance Dimension Expectation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.824	.824	4

According to the Table 13, the score of Cronbach's Alpha in assurance dimension on expectation form is 0.824 which means the reliability is good based on the rules of thumb.

Reliability Test of Empathy Dimension

Table 14. Reliability Test of Empathy Dimension Perception

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.860	.862	4

According to the Table 14, the score of Cronbach's Alpha in empathy dimension on perception form is 0.862 which means the reliability is good based on the rules of thumb.

Table 15. Reliability Test of Empathy Dimension Expectation

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.852	4

According to the Table 15, the score of Cronbach's Alpha in empathy dimension on expectation form is 0.852 which means the reliability is good based on the rules of thumb.

Gap analysis

The gap score were analyzed for each of five dimensions on expectations and perceptions means were all negative. This indicates that customer's perception towards the actual service performance was below the level of expectations of the service. The largest gap score were in the tangible dimension (-0.386138614) and reliability dimension (-0.30940594). Whereas the smallest gap scores were in assurance dimension (-0.165841585) that indicates customers were to some degree satisfied with the assurance aspects of the agency service.

Table 16. Customer Gap

Dimension	Perceptions (Avg.)	Expectations (Avg.)	Difference (Gap)
Tangible	2.928217822	3.314356436	-0.386138614
Reliability	3.153465347	3.462871287	-0.30940594
Responsiveness	3.071782178	3.314356436	-0.242574258
Assurance	3.180693069	3.346534654	-0.165841585
Empathy	3.02970297	3.24009901	-0.21039604

In relation to the gap scores of the 20 items, the largest gaps are in the attributes of attractive materials and related physical facilities services technologically relevant equipment, these items both were in tangible dimension. Reliability is second largest gap which in the attributes of perform service correctly and precisely and on time service delivery. There was also slightly gap in responsiveness, assurance, and empathy dimensions but not as much as the amount of dissatisfaction in other two gaps. The smallest gaps among the attributes were related to reputation of the company and employees are well mannered. These attributes are the strength and competitive advantages of agencies. Based on the results, all of the customer gaps on five dimensions are negatives. Although the perceived service doesn't meet the customer expectation, customers mostly (71% of total respondents) still want to purchase service from the company. This implies that the customers are willing to accept the service delivered because the current service is still in the zone of tolerance of the customer. But, 25% of total respondents still hesitant to repurchase the services of the company and 3% of total respondents don't have intention to repurchase service from the company. Therefore, companies need to do improvement and narrow the gap by continuous improvement.

Time Study

Table 17. Time Studies

Customer	Service Product	Total Time
1	Passport Renewal	6 minutes and 21 seconds
2	Ticket airplanes (consultation)	12 minutes and 20 seconds
3	Tour packages (consultation)	19 minutes and 52 seconds
4	Ticket airplanes (purchase)	21 minutes and 37 seconds
5	Ticket airplanes (purchase)	35 minutes and 4 seconds

The average total time of service process in PT. Interlink Tour and Travel on that day is 19 minutes and 7 seconds. Out of 5 process, 3 processes are longer than the average total time (as listed in the Table 4-23). The total time of each process is unstable depends on several factors. Based on the observation there are three possibilities that makes time differences on this process which causes from the staff, the equipment, and the customer. First possibility is that the staff is not consistent with the speed of her work because of lose concentration or fatigue. Second possibility is from the equipment, either the equipment used is too out of dated or the internet connection is too slow which makes the process of getting information is slower. And the last possibility is from the customer itself. Length of each cycle is different because it is influenced by the needs of each customer. Each customer requires different information that leads to various amount of time to consult.

Based on the observation, there are value added steps and non-value added steps found in this process. The value added steps and non-value added steps are describe in Table 18.

Table 18. Value and Non-value Added Steps

Value added steps	Non-value added steps
Consultation ticket/tour packages	Inconsistent greetings
Initiative for further info	Queuing / Waiting in line
Detail information	Struggle to find the ticketing counter
	Busy staffs

Value added steps (a process are those in which add something to a product or service for which the customer would be willing to pay)

a) Consultation ticket/tour packages

Costumer get consultation from agency's staff such as for better price of ticket, better choice of airlines, or good tour packages and promo according to customer's personal request.

b) Initiative for further info
As if given service is still unclear, staffs provide further information or details via email to customers personally one by one.
c) Detail information
After giving ticket to the customer, staff explain again the details of ticket such as the departure and arrival time.

Non-value added steps (process steps resources are expended, delays occur, and no value is added to the product or service which customer are absolutely not willing to pay for these activities). These steps should be eliminated from the process.
1. Inconsistent greetings
There is not only one staff in office, different staff gives different service. Sometimes, the staff greets customer, but sometimes the staff doesn't greet the customer. It really depends on the person personally and whether they are busy or not.
2. Queuing / Waiting in line
Customers often have to wait because the employee is busy or the process takes too long
3. Struggling to find the ticketing counter
There is no information desk where customers could obtain the general information from staffs. Without information desk, customers often struggle to find the ticketing counter if they have never been to PT. Interlink Tour and Travel before.
4. Busy staffs
Staffs always seem busy with their own works when the customer arrives, so sometimes they don't even able to greet customers.

There are four non-value adding steps in this process. It is necessary for company to maintain the four value added steps and to eliminate or improve the non-value added steps thus the service quality will be better and may lead to customer satisfaction. If the company could maintain and improve the value steps continuously it can be the competitive advantage for the company.

Conclusions and Recommendations

In this present study, PT. Interlink Tour and Travel was chosen and studied. The purposes are to investigate, measure, and analyzed service quality dimensions and gaps by using SERVQUAL approach. There are 20 questions as in form expectation and perception. In data analysis revealed that there was gap between expectation and perception of customers. The maximum gap (-0.386138614) was related attractive materials and related physical facilities services technologically relevant equipment as a sub-dimension of tangible dimension. The minimum gap (-0.165841585) was related to reputation of the company and employees are well mannered as a sub-dimension of assurance dimension. From the analysis of time study is that PT. Interlink Tour and Travel lacks in service quality on responsiveness dimension and compares to other competitors, the agency had the poorest response time. Also there are several non-value added steps in the process. which may lead dissatisfaction to the customers.

The gap analysis implies that the maximum discrepancy between customers' perceptions and expectations (-0.386138614) is related to Attractive other relevant equipment and material and appealing facilities. As it is clear, the dimensions that are the subset of 'tangibles' have the highest gaps. The minimum gap (-0.165841585) is related to staffs that have the knowledge to answer students' questions and secure the environment during the service process. The strength of PT. Interlink Tour and Travel is in the assurance dimension. The minimum value for 'assurance' implies that customers on average perceive that the agency performs 'Trusted staffs', 'Secure environment during service process', 'Well-mannered staff', and 'Staffs have the knowledge to answer students questions' satisfactorily. However, it

should be noted that this agency has weaknesses in the dimension of 'tangibles', i.e. 'Advanced technology of equipment', 'Appealing physical facilities', 'Neat appearance of staff', and Attractive other relevant equipment and material. These assessments would suggest that travel agencies should pay more management attention to and spend resources on improving the 'tangibles' dimension. In the next step of this study, the quality of service in the front line desk of PT. Interlink Tour and Travel was observed. For this purpose, the time study analysis was performed. Table 4-23 shows the summary of the time needed to perform the service. Table 4-24 shows the value-added and non value-added steps contained in the process.

From the analysis of time study, the total process time of front line desk in PT. Interlink Tour and Travel is different according to the service product selected and the average total time is 19 minutes and 7 seconds. It is revealed that, compared to other competitors, the operation system in front line desk in PT. Interlink Tour and Travel takes longer. The total process time at PT. Interlink Tour and Travel (tour packages (consultation) is 19 minutes and 52 seconds whereas the total process time of the same products at competitor 1 and competitor 2 are 12 minutes and 7 seconds and 12 minutes and 47 seconds, respectively. There are also several identified value added steps and non-value added steps in the service process that may lead to customers' dissatisfaction. Based on this observation the current service in the front line desk is still lacking in the responsiveness dimension. If the lack in responsiveness dimension continues, it may lead to the bad quality of the service and customer dissatisfaction or loss of customers.

References

Barnes, Ralph M. (1980). *Motion and Time Study and Measurement of Work*. New York. Jhon W Sons, Inc. Gaspersz.

Fraenkel, J. & Wallen, N. (1993). *How to Design and evaluate research in education. (2nd ed)*. New York: McGraw-Hill Inc.

George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference 11.0 update (4th ed.).* Boston: Allyn & Bacon.

Meyers. (2002). *Time Study Method Implementation in Manufacturing Industry*.

Nunnally, Jum & Bernstein, Ira. (1994). *Psychometric Theory. 3rd Edition.* New York: McGraw Hill.

Parasuraman, Zeithaml, and Berry (1985), *A Conceptual Model of Service Quality and its Implications for Future Research, Journal of Marketing*, Volume 49, Fall 1985, 41 - 50'

Zeithaml, V., Wilson, A., Jo Bitner, M., & D Gremler, D. (n.d.). Customer expectations of service. In Services Marketing (6th ed., p. 55)

Zeithaml, V., Wilson, A., Jo Bitner, M., & D Gremler, D. (n.d.). Customer expectations of service. In Services Marketing (6th ed., pp. 60-66).