GAP ANALYSIS TOWARDS SERVICE QUALITY IN MCDONALD'S DAGO

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Abstract. The raising numbers of fast food restaurants nowadays are the result of the increasing demand for relatively inexpensive, and ready-to-eat food. This condition makes the competition among fast food restaurant is getting bigger. To deal with the high competition in fast food market, McDonald's Dago as one of the fast food restaurant in Bandung should provide the best service to make customer satisfied. By measuring the service quality, McDonald's Dago will be able to know whether the service that has been provided satisfies its customers or not. The purpose of this research is to measure the service quality by using the SERVQUAL method. There are five dimensions in SERVQUAL method, which are tangible dimension, reliability dimension, responsiveness dimension, empathy dimension, and assurance dimension. In this research, the service quality of McDonald's Dago will be measured by calculating the differences between customers' expectation and customers' perception. This difference is called customer gap. From the customer gap result, it is possible to know which SERVQUAL dimension that customers' feel satisfied from service that provided by McDonald's Dago. The data collection in this research will be from primary data, which is questionnaire. There are 22 statements in the questionnaire that are from SERVQUAL model, and the questionnaire will be spread to 100 respondents of ITB Undergraduate students. The data analysis shows that all of the customer gaps are negative, which means the service that has been provided by McDonald's Dago did not meet customers' expectation.

Keywords: Service quality, SERVQUAL, Customer Gaps, Customer Perception, Customer Expectation, Restaurant industry

Introduction

Migration from rural areas to urban centers has created a daily need among many working people to eat outside the home. Demand for relatively inexpensive, ready-to-eat food has increased as people, have less time to prepare meals (Food Association Organization, 1991). This condition has stimulated a rise in the number of fast food restaurants in many countries, including Indonesia. The rising numbers of fast food restaurants create high competition in the market. High level of competition makes restaurant have to give attention to many factors, one of them is service quality. According to Malik, Jaswal, & Awan (2013), customers nowadays not only focused on food quality and taste, but they also focused on other factors such as serving, atmosphere, decoration, tangibles, and location.

High quality goods and service are important in business. High service quality performance does make measurable benefits in profits, market share, and cost savings (Anderson, Fornell, &Lehmam, 1994). The other critical factor of business' success is service quality (Parasuraman, Zeithaml& Berry, 1988). So, it is important for fast food restaurant to have high quality goods and services.

This research limits on the McDonalds Dago as the subject of Fast Food Restaurant in Bandung. McDonalds Dago, which is located in Jalan Juanda.In Bandung itself there are more than 5 McDonalds outlets beside McDonalds Dago. This have greater chance if consumer feel that their expectation did not fulfilled, they will not feel satisfied with the service quality in McDonalds Dago,

so they will choose another outlet of McDonalds to eat, or other fast food restaurants like KFC, Wendy's, or Burger King. In Dago area itself, there are some other fast food restaurants such as KFC and Pizza Hut. KFC restaurant in Dago, which has almost the same menu and the location is not far from McDonald's Dago could be a threat, if McDonald's Dago's servicedo not meet the expectation of the customer, then the customer will choose KFC Dago instead, or another fast food restaurants.

Literature Review

The Definition of Service: According to Philip Kotler (1997) service is an action or an activity, which can be offered by a one party to another party, and it is basically intangible and cannot be owned.
The Definition of Service Quality: Parasuraman, Berry, ad Zeithaml (1985) defined service quality as the difference between customer's expectation and perception of services, which delivered by the service provider. Service quality is important to service firms because it has been shown to increase profit levels, reduce costs, and increase market shares

Customer Expectations are beliefs about service delivery that function as standards or reference points against which performance of service is judged (Zeithaml, and Bitner, 1996) The customer expectation itself can be determined from WOM (Word of Mouth, personal needs, and past experience).

Customer Perception. Perceptions are formed through customers' assessment of the quality of service that was provided by service provider and whether they are satisfied with the overall service (Zeithaml and Bitner, 2003).

The Customer Gap. This gap occurs because of the differences between customer expectation and customer perception, for example, when you visit an expensive restaurant, you expect a high level of service, when the restaurant does not give the kind of service that you want, you feel disappointed. This research will focus on customer gap.
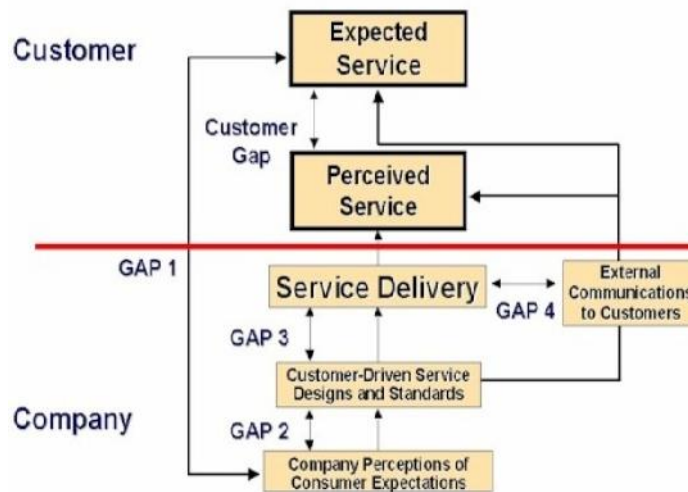

Figure 1. Gap Model of Service Quality

One of the most useful measurements of service quality dimensions is the **SERVQUAL model**. The first time creation of this model, Parasuraman et al. (1985). Later, the dimensions in the SERVQUAL model was reduced into 5 dimension:
- Tangibility: physical facilities, equipment, and appearance of personnel in the company or organization
- Reliability: ability to perform the promised service dependably and accurately
- Responsiveness: willingness to help customers and provide prompt service

- Assurance: knowledge and courtesy of employees and their ability to inspire trust and confidence
- Empathy: caring individualized attention the firm provides to its customers

The zone of tolerance is usually defined as the range of customer perceptions of a service between desired and minimum acceptable standards (Zeithaml, Berry, and Parasuraman, 1993).
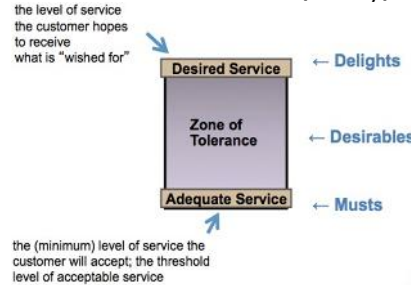

Figure 2. The Zone of Tolerance

Methodology

Problem Identification: To identify the problem, first, the author will define the object of the research, which is McDonald's Dago. Then, the author tries to define problems that exist in the objective of the research. From this, the author decides the topic of the research is "Gap analysis towards service quality in McDonald's Dago using SERVQUAL model".

Research Question: To identify research question, the author do the following steps such as identify the problem, brainstorming possible research question, preliminary research, and narrow ideas into top two.

Data Collection: This research use primary data. The data collection of this step is by using questionnaire. The questionnaire is by using Likert scale, with scale range from 1 – 5 (1=Strongly Disagree, 2=Disagree, 3=Moderate, 4=Agree, 5=Strongly Agree).

Table 1. Questionnaire Design

Variable	Definition	Items
Tangible	Physical facilities, equipment, and appearance of personnel in the company or organization	• McDonald's Dago has modern looking equipment. • The employees of McDonald's Dago appear neat. • Physical facilities in McDonald's Dago are appealing. • Materials associated with the service (such as pamphlets or logo) are visually appealing at McDonald's Dago.
Reliability	Ability to perform the promised service dependably and accurately	• McDonald's Dago performs services like their promise. • McDonald's Dago sympathizing towards their customers. • McDonald's Dago giving the accurate service.

		• McDonald's Dago provides its services at the time it promises to do so. • McDonald's Dago perform accurate recording.
Responsiveness	Willingness to help customers and provide prompt service	• McDonald's Dago keeping customers informed about when services will be performed, • I hope that McDonald's Dago providing customer prompt service. • Employee who works in McDonald's Dago are really always willing to help the customer, and • McDonald's Dago do not never too busy to respond towards customers' requests.
Assurance	Knowledge and courtesy of employees and their ability to inspire trust and confidence	• Employees of McDonald's Dago could make me trust them. • I feel safe to have transaction with McDonald's Dago. • Employees of McDonald's Dago are polite to me consistently. • Employees of McDonald's Dago have the knowledge to answer my questions.
Empathy	Caring individualized attention the firm provides to its customers	• McDonald's Dago giving customer individual attention. • McDonald's Dago has employees that can give me personal attention. • McDonald's Dago has convenient operating hours towards the customer. • McDonald's Dago understanding customer's specific needs. • McDonald's Dago always giving attention to customers' needs.
Demographic Profile	The characteristic human populations for purposes of social studies	• Age • Gender • Faculty • Income per Month

Sample of the research will be determined based on Slovin formula from 14320 population of ITB students year 2014, there will be 99,3 respondents, this number will be rounded to 100 respondents. The questionnaire will be spread online throughout social media such as Facebook and Line; the data collection from questionnaire will be from. 17th June until 30th July 2015.

Validity and Reliability: The validity will be tested by comparing the R-value and R-table. The validity test will use by SPSS version 22.00. The item is considered valid if the R value are bigger than R table. The reliability test will be using Cronbach's Alpha method. This study will use Cronbach's Alpha is 0.700 and above.

Data Analysis
After testing the validity and reliability of the data, then the author of this research will conduct the data analysis. The methodology to calculate and analyze the data will be based on gap formula as below:
Gap = Perception – Expectation

Result and Conclusion
This research results in finding the gap between customer expectation and customer perception. If the gap results were negative, McDonald's Dago should minimize the gaps by improving its service quality. The improvement of service can start from the dimension that has the widest gap for first.
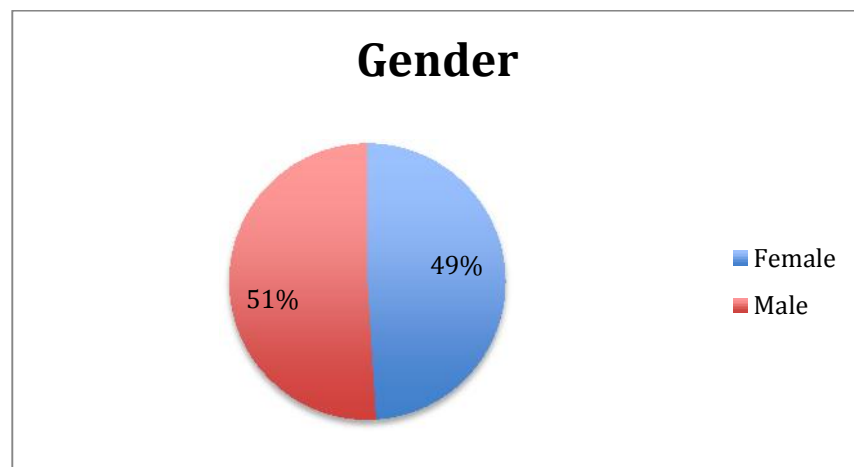
Data Analysis

Respondent Data

Figure 2. Respondents' Gender

Based on the chart above, it shows the proportion data of respondents' gender. The gender proportion in this research is almost balanced. There are 51% male respondents and 49% of female respondents.
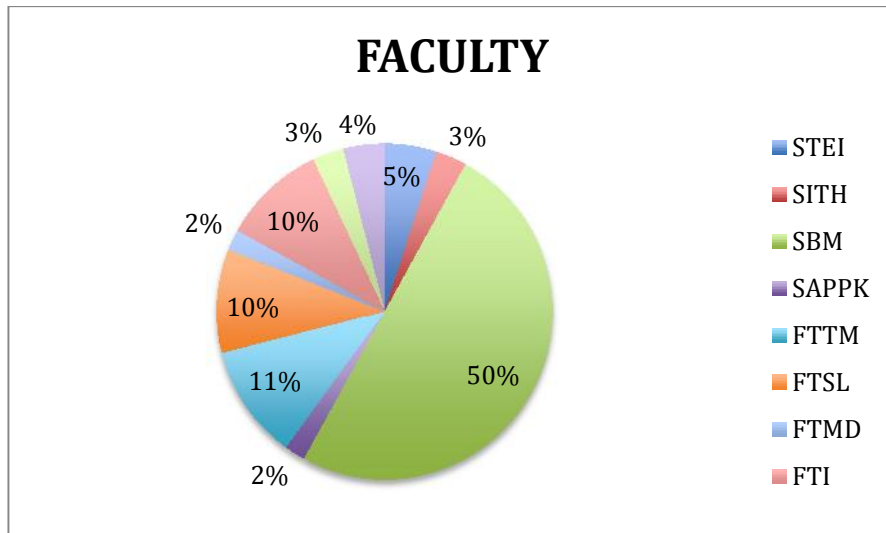
Figure 3 .Respondents' Faculty

Based on the chart above, 50% of the respondents' of the questionnaire are from SBM faculty. The second largest are from FTTM that has 11% of respondents. Meanwhile, FTI and FTSL are 10% each. STEI has 5% of respondents, FMIPA respondents are 4%, FSRD and SITH have 3% each, and then there are FTMD and SAPPK 2% each.
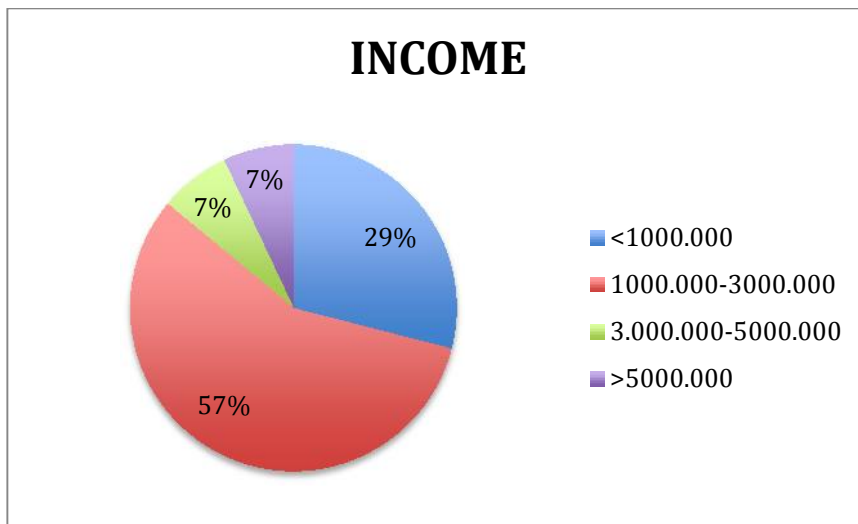

Figure 4. Respondents' Income

The chart above shows the data of respondents' income. According to the charts, 57% of the respondents have income around 1000.000 to 3000.000 Rupiahs. 29% of the respondents have income around 3000.000 to 5000.000 Rupiahs.

Figure 4 Percentage of Respondents' Satisfaction

The chart above shows the customer satisfaction towards McDonald's Dago. There are only 6% respondents that feel unsatisfied with the service that provided by McDonald's Dago, meanwhile the rest 94% are feel satisfied with the service.

Validity and Reliability Test.
Based on the analysis using SPSS 22.0, all the items in the questionnaire are valid because R value are bigger than R table. The items in the questionnaire are also reliable, because all of the Cronbach's Alpha results are more than 0.07.

Customer Gap on McDonald's Dago

Table 26 Table Gap of Tangible Dimension

Dimension	EXPECTATION	PERCEPTION	GAP
Reliability	4.312	3.804	-0.508
Responsiveness	4.1375	3.69	-0.4475
Tangible	4.0575	3.75	-0.3075
Empathy	3.838	3.55	-0.288
Assurance	4.1925	3.935	-0.2575

That table above is the summary of customer gap for each dimension of SERVQUAL in McDonald's Dago. From that, it showed that all of the dimensions have negative gap between expectation and perception. This means that the services that customers expect from McDonald's Dago are not good, as they have been expectation.

The reliability dimension has the widest gap among other SERVQUAL dimension. As seen on the table, this dimension has the biggest expectation point among all dimensions. This means that McDonald's Dago should be more on prioritize this dimension when make an improvement towards its service quality. The reliability dimension in this study consists of the ability of McDonald's Dago to perform services like their promise, sympathizing towards their customers, giving the accurate service, provides its services at the time it promises to do so, and accurate recording. The widest gap towards this dimension shows that McDonald's Dago has weaknesses on fulfill the factors in reliability dimension, and McDonald's Dago should be more concern in minimizing this gap.

The second widest gap is in the responsiveness dimension. This shows that McDonald's Dago's has weakness in keeping customers informed about when services will be performed, providing

customer prompt service. Moreover, the gaps that showed in responsiveness dimension also means that the employee who works in McDonald's Dago are not really always willing to help the customer, and do not never too busy to respond towards customers' requests.

The third widest gap is in the tangible dimension. Tangible dimension in this study consists of McDonald's Dago has modern looking equipment, physical facilities are visually appealing, the employees are neat, materials associated with the service (such as pamphlets or logo) are visually appealing.

The next is empathy dimension. It has -0.288 of gap. This means that McDonald's Dago is still lack in terms of giving customer individual and personal attention, convenient operating hours towards the customer, understanding customer's specific needs, and always giving attention to customers' needs.

Assurance dimension has the narrowest gap point among all dimensions. As shown on the table above, it can be seen that assurance has the biggest point on customer perception. This means that this dimension is the best service quality dimension that has been provided by McDonald's Dago among other dimension. The biggest point of perception towards this dimension also showed that this dimension is one of SERVQUAL dimension that McDonald's Dago has improved most.

4.5.1 Summary of Customer Gap

As the summary, ITB undergraduate students as the customers of McDonald's Dago are have high expectations towards the service that will be provided by McDonald's Dago, especially the reliability dimension which has the highest expectation point, 4.312. However, according to the customer gap result, the service in McDonald's Dago does not seem to meet its customers' expectation. This can be seen from all of the results of customer gaps are negative. Fortunately, although all the customer gaps result is negative, there are 94% of ITB undergraduate students as respondents still states that they are feel satisfied with the service that has been provided by McDonald's Dago. This phenomenon can be explained using the zone of tolerance theory. The zone of tolerance itself is range of customer perception between desired service and minimum acceptable standards of service. This means that although the service that have been provided by McDonald's Dago did not meet their expectation, but they are still feel satisfied because the service that have been provided by McDonald's Dago are in their zone of tolerance.

Conclusion

The conclusion towards this research will be explained by the author, as below:
To measure the service quality gap in McDonald's Dago, the author has conduct a research by spreading the service quality questionnaire to 100 customers of McDonald's Dago, focusing on ITB undergraduate students. From the data analysis towards the questionnaire, it can be found that all of the service qualities dimensions have minus gap, which is the perception of the customers, are lower than their expectation.

For the details, the summary of the customer gap will be shown as below:
- The reliability dimension is -0.508,
- Responsiveness dimension is -0.4475,
- Tangible dimension is -0.3075,
- Empathy dimension is -0.288, and
- Assurance dimension is -0.2578.

From the analysis, tangible dimension has the widest gap among all. This means that McDonald's Dago should more prioritize this dimension in the making of service improvement.

Although all of the dimension have minus gap, but overall the service that was provided by McDonald's Dago is not that bad. This is can be seen from the average perception score is above the middle point, which is 3.74 out of 5.

This research also showed that 94% of the respondents state that they are satisfied with McDonald's Dago services although all of the service quality dimensions have minus gap. This phenomenon can be explained by using the zone of tolerance theory.The zone of tolerance itself is range of customer perception between desired service (what the customer wished for) and minimum acceptable standards of service. This explain the phenomenon that although the service that have been provided by McDonald's Dago did not meet their expectation, but they are still feel satisfied because the service that have been provided by McDonald's Dago are in their zone of tolerance.

Recommendation

To minimize the service quality gaps that occur in McDonald's Dago, the author will make a recommendation for each dimension of service quality as below:

Tangible Dimension:
- Give the restaurant a fresh or appealing decoration
- Make sure the employees always appear neat
- Having modern equipment

Reliability Dimension:
- Make sure that the food served are the same with McDonald's advertising picture
- Always repeat the order from the customer to make sure that the employee have record the right menu
- Increase the speed in preparing the food
- Make sure the employees know their job desk well

Responsiveness Dimension:
- Tell the customers about what time the service will be provided by McDonald's Dago
- Increase the speed in providing service, by reduce the time in preparing the food, and waiting time
- Train the employee to always be willing to help the customers

Assurance Dimension:
- The employees should act nicely and politely to increase trust in customer
- The cashier worker should tell the customer to check on the change money to make sure the cashier has give them the right amount of change money
- Give the employee knowledge about the menu, and facilities in McDonald's Dago

Empathy Dimension:
- Give more attention to the customer
- Try to understand more about the customer's request
- Train the employees to always be willing to help the customers

Limitation, and Further Research

Customer expectations and Customer Perceptions are subjective and are in a state of constant flux and change. The other limitation is the sample size is relatively small, so it may not represent whole population.

The recommendations for further research are:
- Try to measure service quality gap of McDonald's dago with different demographic profile
- Using another method to analyze service quality
- Measure the importance of service quality

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