THE DECISIVE FACTORS OF CHOOSING TUTORIAL INSTITUTION (BIMBINGAN BELAJAR): THE CASE STUDY IN GANESHA OPERATIONS AND SONY SUGEMA COLLEGE

Rizky Aditya Kusuma and Aurik Gustomo
School of Business and Management
Institut Teknologi Bandung, Indonesia
[1] rizky.aditya@mail.sbm-itb.ac.id, [2] aurik@sbm-itb.ac.id

Abstract

The purpose of this research was to find the factors that become a parent consideration before choosing a Tutorial Institution (Bimbingan Belajar/bimbel). To answer that, Service Quality and Importance-Performance Analysis tool were used in this research. The Service Quality used were divided into 10 dimensions, the 10 dimensions then derived into 32 attributes. The 32 attributes then will be analyzed using Importance-Performance analysis tools that will represents the factors that parents think determine their decisions in choosing bimbel. The research was conducted in two of most recognizable bimbel in Bandung, West Java-Indonesia, the bimbel were Ganesha Operation and Sony Sugema College. There are 120 questionnaire spread using non probability sampling. The research found several important attributes in parent's point of view. The research also founds that both of the bimbel weren't performing well in several dimensions. In Ganesha Operations, the tangible dimension, the reliability dimension, the responsiveness dimension and the communication dimension should be improved. Meanwhile in SSC, the tangible dimension, the reliability dimension, and the credibility dimension are the dimension that they should improve. The results then can be used by any of bimbel to improve their performance as there are attributes that were important by the parent's point of view. Meanwhile, for the bimbel that involved in this research, recommendations were available in the end of paper.

Keyword: Tutorial Institution (bimbel), SERVQUAL, Importance-Performance analysis, customer satisfaction.

Introduction

Education is an important thing nowadays. In many cases, somebody educational background determine someone future. Because of that reason, parents want the best education for their children's. In many case, parents sends their children to courses or sessions and gave their children the best facilities to study. It is very common to found parents who feel that the educations from school are not enough for their children. So, in addition, to help and/or increase their children achievement in school, many parents send their children to courses or hire a private teacher for their children. Because of that, there are people that establish an institution that give courses or help parents to hire a private teacher. This creates a competition between course institutions.

Because there are so many courses, parents tend to have more variety on choosing the best course institutions. Parent could see which one is the best for them, and which one is cheaper for them, so that parents could choose the most suitable institutions for them. In that case, the competitions between institutions become very strict and they start to compete on attract parents to choose their institutions. Many ways, many methods, and many strategy was used in order to help students increase their academic achievement so that they could generate profits in the future. Ganesha Operation is a bimbel that became one of the biggest institutions in

Bandung. This institution was established in 1st May of 1984 and has a big influence in bimbel competition in Bandung.

Sony Sugema College (SSC) is an educational institute established by Sony Sugema MBA in 1990. SSC is one of the Bimbel that growing in a fast speed. This institution has become a threat for Ganesha Operation that has become the biggest Bimbel in Bandung.

After identifies the facts above, the research question that occurs are:
1. What are the important things that parents think a bimbel should have?
2. In what level does the current customer satisfaction level in GO and SSC?
3. Are the customers satisfied with the bimbel? What does the bimbel should do to satisfy their customers?

Research methodology

This research uses the Servqual methods (Parasuraman et al, 1998) that consists of 10 dimensions (tangible, reliability, responsiveness, communications, credibility, security, competence, courtesy, understanding the customer, and access) to identify the factors that could determine parent's decision to choose an educational institute.

To determine this, 120 questionnaires spread to parents that send their children to two of the most recognized bimbel in Bandung, Ganesha Operations and Sony Sugema College. The questionnaires were based on the 10 dimensions that derived into 32 attributes that could determine parent decisions. The result from the questionnaire then analyzed using Importance Analysis tools that results in a graph that shows parents overall expectations on which attributes were important and which attributes that unimportant, also shows parents overall opinion about the attributes performance.

There are several conditions set for a parents to be able to be valid as a respondents. The first condition is that the respondents should be parents that send their children to one or both of the bimbel. This condition is a must to ensure that the data is reliable to be analyzed. The second condition, the parents should have at least Rp.5.000.000,00 income to ensure that they will be able to afford the service given by the bimbel. The third condition is that at least one of the parents is having bachelor degree of any major. This condition comes because in the future, parents will most likely have higher educational background. So, in preparation for this research to be able to use in the future, this condition should be fulfilled. The fourth and the last condition is that the parents and their children could be given questionnaire together because some aspects only be visible or experienced by the student, so the respondents could be more objective in answering the questions.

Because of several conditions above, convenience sampling methods will be used to collects the data. Convenience sampling method is a type of non-probability sampling which involves the sample being drawn from that part of the population which is close to hand. That is, a population is selected because it is readily available and convenient. It may be through meeting the person or including a person in the sample when one meets them or chosen by finding them through technological means such as the internet or through phone.

The data collected from the respondents will be analyzed using Importance-Performance Analysis (IPA) tools. This tool will be used due to the conditions that customer satisfaction of the respondents are the major measuring indicator for the educational performance.

The Importance-Performance analysis will be resulted in how much the institute performs. Therefore the performance will be seen through their positions on the matrix's four quadrants. The quadrants are:
  a. Concentrate here. This quadrant means that the customers think the importance of the product or service quality characteristics is high, but the performance of the institutes is low. So improvements should be held by the institutes in order to achieve customer expectations.
  b. Keep up the good work. In this quadrant the customers think the importance of the product or service quality

36

(x,y) will be (3.64, 4.12). As for SSC, the cross point will be (3.56, 4.14).

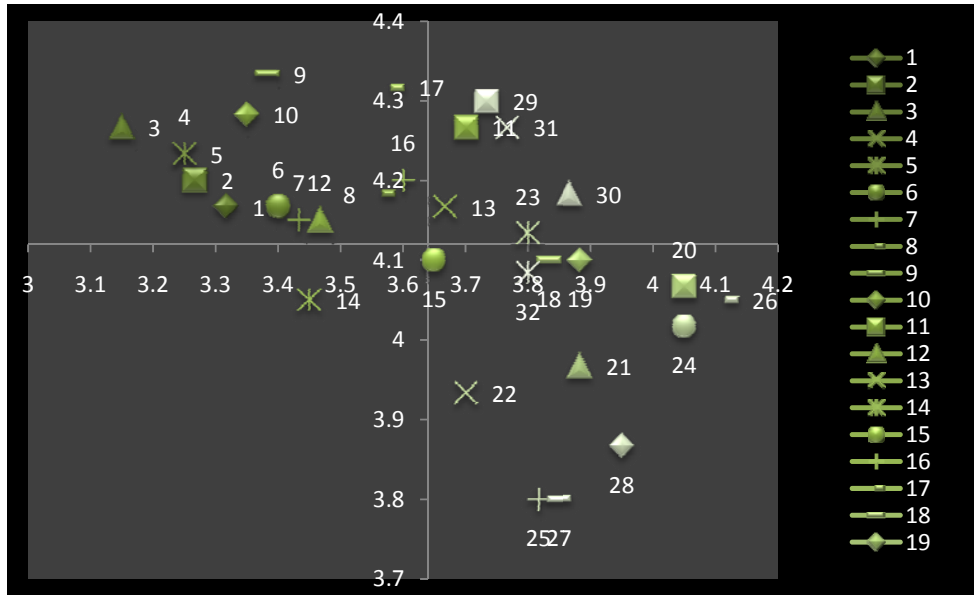The results of GO importance performance analysis will be shown in the figure 1.

Figure 1. GO Importance Performance Graph

In figure 1, there are a lot of attributes that should be improved as shown on the top left quadrant. Attributes 1,2,3,4,5,6,7,8,9,10,12,16, and 17 are the attributes that should be prioritized to be improved. The attributes 1 (the availability of parking areas), 2 (the comfortable level of the class), 3 (the cleanliness of places), 4 (The availability of classrooms), and 5 (the appropriateness level of institutional building), are the attributes that come from the tangible variable, this means that GO still lacking in their facilities. The lowest performance is the cleanliness (attributes number 3) while the highest performance among 5 variables is the availability of parking areas (attributes number 1). All 5 of the tangible variables measured above, have low performances in respondent's opinion. This means GO needs to improve their facility in order to improve customer satisfaction.

Next, is the attributes 6 (the availability for the kind of services), 7 (the exactness time of service), 8 (the availability of standby teachers), 9 (the clearness of service fee), and 10 (The value for money). All of the attributes mentioned are the attributes from reliability. Only the attributes of price competitiveness in reliability aspects is better from the customers point of view. This means that GO should improve their reliability to their customers.

The last three attributes, attributes number 12 (The responsiveness to serve customers) is the attributes of responsiveness variable meanwhile attributes number 16 (The clearness of the services procedure), and number 17 (The availability of websites) are the attributes of the communication variable. The figure 2. below will represents the results of the SSC importance performance analysis.
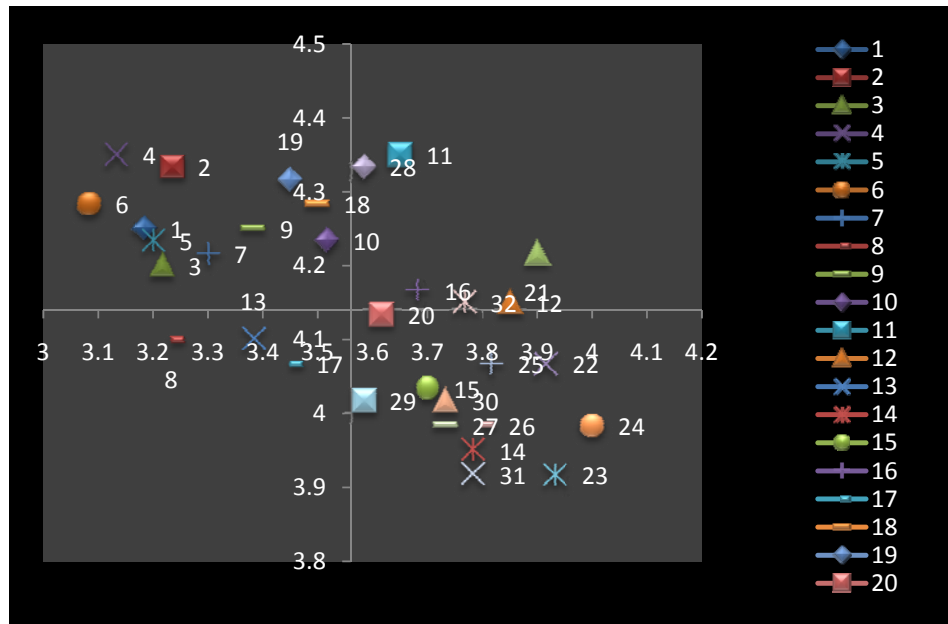
Figure 1. SSC Importance-Performance Graph

Figure 2 shows that the attributes number 1, 2, 3, 4, 5, 6, 7, 9, 10, 18, and 19 on the top left quadrant are the attributes that should become SSC priorities to be improved.

The attributes 1 (the availability of parking areas), 2 (the comfortable level of the class), 3 (the cleanliness of places), 4 (The availability of classrooms), and 5 (the appropriateness level of institutional building), are the attributes that come from the tangible variable, this means that SSC performance in the tangible variable is the same with GO, they still lacking in their facilities. The next attribute to be prioritized is the attributes number 6 (the availability for the kind of services), 7 (the exactness time of service), 9 (the clearness of service fee), and

10 (The value for money). Those attributes mentioned are the attributes from reliability variable. Only the attributes of price competitiveness in reliability aspects and the availability of standby teacher are better from the customer point of view. This means that SSC should improve their reliability to their customers. The last two attributes that SSC needs to improve are attribute number 18 (Image of the bimbel) and attribute number 19 (Image of teachers and other staffs). The two attributes come from credibility variable which means that the respondents questions SSC's credibility. As credibility is one of the significant variables that any institution should be good at, then SSC needs to improve their credibility to their customers.

Conclusions

As the most important attribute from the customer point of view, there are several important attributes that the bimbel should have. In Ganesha Operations, the important attributes are:
1. The clearness of service fee
2. The availability of websites
3. The empathy when giving services
4. The value for money
5. The cleanliness of places

6. Price competitiveness with competitors
7. Location is strategic and easy to be found

Meanwhile in Sony Sugema College, the important attributes are:
1. The availability of classrooms
2. Price competitiveness with competitors
3. The comfortableness of the class
4. The good appearance of the staffs
5. Image of teacher and other staffs

The attributes above are the important attributes that will be the decisive factors for customers in choosing a bimbel. This means that in bimbel business, the attributes above should become a requirement in establishing a new bimbel. The result from the data analysis shows that several attributes should be improved on both bimbel. For Ganesha Operations, the following attributes:

1. The availability of parking areas
2. The comfortable level of the class
3. The cleanliness of places
4. The availability of classroom
5. The appropriateness level of institutional building
6. The availability for the kind of services
7. The exactness time of service
8. The availability of stand by teachers
9. The clearness of service fee
10. The value for money
11. The responsiveness to serve the customers
12. The clearness of service procedure
13. The availability of websites

The attributes above are the attributes that GO should improve in order to meet their customer expectations. Meanwhile for Sony Sugema College the following attributes:

1. the availability of parking areas
2. The comfortable level of the class
3. The cleanliness of places
4. The availability of classroom
5. The appropriateness level of institutional building
6. The availability for the kind of services
7. The exactness time of service
8. The clearness of service fee
9. The value for money
10. The images of bimbel
11. The image of teachers and other staffs

Those attributes are the attributes that SSC should improve to become the educational institute that fulfill their customer expectations.

Finally, the recommendations given to the educational institutes were to improve their tangible and reliability dimension as both of the educational institutes failed to impress their customers with their current tangible dimensions. This could be done with moving their location to a new and better place than the current place, or they could also improve their current place by doing renovations to improve their current place and impress their customers. The reliability dimension could be improved by giving their customers better services than what they already gave before. Then, GO should improve their responsiveness and communications toward their customers in order to meet the expectations of their customers, while SSC should improve their credibility dimensions because their customers thinks that SSC should be more credible to be a better bimbel.

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