

**PENINGKATAN KEPUASAN PELANGGAN BERDASARKAN INTEGRASI  
METODE *CUSTOMER SATISFACTION INDEX (CSI)* ,  
*IMPORTANCE PERFORMANCE ANALYSIS (IPA)* DAN *QUALITY  
FUNCTION DEPLOYMENT (QFD)***

**(STUDI KASUS : UBAYA MEDICAL CENTER)**

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**ABSTRAK**

Penelitian tentang kepuasan pelanggan terhadap pelayanan jasa sangat berkaitan dengan atribut-atribut layanan yang diberikan. Atribut layanan yang diterima oleh pelanggan berfungsi sebagai tolak ukur kepuasan terhadap kinerja klinik. Pelanggan yang puas dengan pelayanan yang diberikan cenderung akan terus menjalin hubungan bisnis dengan perusahaan tersebut. Sebaliknya, jika kebutuhan pelanggan tidak terpenuhi, hal ini dapat berdampak negatif pada kelangsungan hidup klinik karena pelanggan mungkin akan berpindah ke klinik lain yang dapat memenuhi kebutuhan mereka dengan lebih baik. Penelitian ini bertujuan untuk mengkaji kualitas pelayanan yang dimiliki oleh Klinik Ubaya, dengan menggunakan metode Customer Satisfaction Index (CSI), Importance-Performance Analysis (IPA), dan Quality Function Deployment (QFD). Metode CSI Metode Customer Satisfaction Index (CSI) adalah alat untuk mengukur indeks kepuasan pelanggan. Metode Importance-Performance Analysis (IPA) menggambarkan penilaian konsumen terhadap kualitas pelayanan dan memberikan prioritas perbaikan yang diperlukan. Sedangkan metode Quality Function Deployment (QFD) adalah proses terstruktur untuk menentukan kebutuhan pelanggan dan menerjemahkannya ke dalam respons teknis dengan mempertimbangkan kemampuan perusahaan. Hasil perhitungan metode CSI untuk Klinik Ubaya

menunjukkan skor sebesar 83,45%, yang mengindikasikan bahwa pelanggan Klinik merasa “sangat puas” karena skor berada dalam rentang skala 81% hingga 100%. Ini menunjukkan bahwa kinerja klinik sudah sangat baik. Namun, pihak klinik perlu terus meningkatkan kualitas pelayanan, khususnya pada atribut yang belum memuaskan, serta mempertahankan atau meningkatkan atribut yang sangat penting dan sangat memuaskan untuk terus meningkatkan kepuasan pelanggan terhadap pelayanan klinik. Dari Perhitungan IPA, didapatkan 6 atribut yang masuk kedalam area yang harus diperbaiki (kuadran I) dengan urutan prioritas perbaikan yang dapat memberikan kepuasan kepada pengguna jasa Klinik Ubaya yaitu : Kelengkapan peralatan kesehatan, Kamar mandi / toilet yang bersih dan nyaman, Kesabaran petugas dalam memahami kebutuhan ataupun keluhan pelanggan, Klinik memiliki sistem antrian yang baik, Ketepatan jadwal pelayanan klinik dan Adanya kejelasan (transparansi) biaya. Untuk memperbaiki kualitas layanan, hasil ini kemudian diintegrasikan ke dalam Quality Function Deployment (QFD) guna mendapatkan solusi perbaikan yang lebih spesifik, terukur, dan terarah secara teknis. Melalui serangkaian pengembangan dengan (House of Quality) HOQ dan matrik part deployment didapatkan kebutuhan teknis yang harus dikembangkan yaitu mekanisme penjadwalan, Penjadwalan Rutin akan kebersihan ruangan, seminar / pelatihan, sistem reward and punishment. Dari keseluruhan hasil analisa sekaligus menjawab rumusan masalah pada penelitian ini merekomendasikan menerapkan system EMR dengan mode online untuk memperbaiki penjadwalan , perketat penjagaan kebersihan dan kesadaran sekitar akan kebersihan toilet yang ada, pelatihan atau seminar yang terintegrasi antara skill, knowledge, dan psikologis yang diberikan secara lebih inovatif, serta pemberian penghargaan pada pegawai teladan agar merasa pekerjaannya. Melalui perbaikan tersebut diharapkan mampu meningkatkan kinerja Klinik sekaligus meningkatkan kepuasan pasien.

Kata Kunci : Kualitas Pelayanan, Kepuasan pelanggan, CSI (*Customer Satisfaction Index*), IPA (*Importance-Performance Analysis*), QFD (*Quality Function Development*)

**IMPROVING CUSTOMER SATISFACTION BASED ON INTEGRATION  
OF CUSTOMER SATISFACTION INDEX (CSI), IMPORTANCE  
PERFORMANCE ANALYSIS (IPA) AND QUALITY FUNCTION  
DEPLOYMENT (QFD) METHODS  
(CASE STUDY: UBAYA MEDICAL CENTER)**

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**ABSTRACT**

*Research on customer satisfaction with service is closely related to the service attributes provided. The service attributes received by customers serve as a measure of satisfaction with the clinic's performance. Customers who are satisfied with the service provided tend to continue to establish business relationships with the company. Conversely, if customer needs are not met, this can have a negative impact on the survival of the clinic because customers may move to another clinic that can meet their needs better. This study aims to examine the quality of service owned by Ubaya Clinic, using the Customer Satisfaction Index (CSI), Importance-Performance Analysis (IPA), and Quality Function Deployment (QFD) methods. CSI Method The Customer Satisfaction Index (CSI) method is a tool for measuring customer satisfaction index. The Importance-Performance Analysis (IPA) method describes consumer assessments of service quality and provides priorities for necessary improvements. While the Quality Function Deployment (QFD) method is a structured process for determining customer needs and translating them into technical responses by considering the company's capabilities. The results of the CSI method calculation for Ubaya Clinic showed a score of 83.45%, which indicates that Clinic customers feel "very satisfied" because the score is in the scale range of 81% to 100%. This shows that the clinic's*

*performance is very good. However, the clinic needs to continue to improve the quality of service, especially on attributes that are not yet satisfactory, as well as maintain or improve attributes that are very important and very satisfying to continue to improve customer satisfaction with clinic services. From the IPA calculation, 6 attributes were obtained that were included in the area that needed to be improved (quadrant I) with the priority order of improvement that could provide satisfaction to Ubaya Clinic service users, namely: Completeness of health equipment, Clean and comfortable bathrooms / toilets, Patience of officers in understanding customer needs or complaints, The clinic has a good queuing system, Accuracy of clinic service schedules and Clarity (transparency) of costs. To improve service quality, these results are then integrated into Quality Function Deployment (QFD) to obtain more specific, measurable, and technically directed improvement solutions. Through a series of developments with (House of Quality) HOQ and part deployment matrix, technical needs that must be developed are scheduling mechanisms, Routine Scheduling of room cleanliness, seminars / training, reward and punishment systems. From the overall results of the analysis as well as answering the formulation of the problem in this study, it is recommended to implement an EMR system with online mode to improve scheduling, tighten cleanliness and awareness around the cleanliness of existing toilets, integrated training or seminars between skills, knowledge, and psychology that are given more innovatively, and giving awards to exemplary employees so that they feel their work. Through these improvements, it is expected to improve the performance of the Clinic while increasing patient satisfaction.*

*Keywords: Service Quality, Customer Satisfaction, CSI (Customer Satisfaction Index), IPA (Importance-Performance Analysis), QFD (Quality Function Development)*