

PERBAIKAN KUALITAS LAYANAN UNTUK MENINGKATKAN
KEPUASAN PELANGGAN DAN PEMBENTUKAN LOYALITAS
PELANGGAN DENGAN METODE SERVPERF DAN *STRUCTURAL
EQUATION MODELING* (SEM) PADA USAHA PIJAT X DI SURABAYA

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ABSTRAK

Pertumbuhan industri layanan spa dan relaksasi menunjukkan tren peningkatan secara global sebesar 7,5% selama lima tahun kedepan. Kondisi ini mencerminkan meningkatnya kesadaran masyarakat terhadap kesehatan fisik dan mental, sekaligus mendorong persaingan yang semakin kompetitif antar penyedia layanan pijat. Dalam konteks tersebut, kualitas layanan menjadi faktor kunci yang memengaruhi pengalaman pelanggan, yang kemudian berdampak pada kepuasan dan pembentukan loyalitas.

Penelitian ini bertujuan untuk menganalisis pengaruh kualitas layanan terhadap kepuasan pelanggan dan loyalitas pelanggan, serta merumuskan dan mengimplementasikan usulan perbaikan pada Usaha Pijat X. Pengumpulan data dilakukan melalui penyebaran kuesioner kepada 100 responden pelanggan, serta wawancara dengan pelanggan dan karyawan. SERVPERF digunakan untuk mengukur kinerja lima dimensi kualitas layanan, lalu *Structural Equation Modeling* digunakan untuk menganalisis hubungan antar variabel. Hasil analisis SEM menunjukkan bahwa kualitas layanan berpengaruh positif dan signifikan terhadap kepuasan pelanggan sebesar 69,9% dan terhadap loyalitas pelanggan sebesar 40,8%. Selain itu, kepuasan pelanggan berpengaruh positif dan signifikan terhadap loyalitas pelanggan sebesar 53%, yang menunjukkan bahwa kepuasan pelanggan berperan sebagai variabel mediasi dalam membentuk loyalitas pelanggan.

Selanjutnya, *Importance Performance Analysis* digunakan untuk mengidentifikasi atribut perbaikan dan menghasilkan 6 atribut perbaikan dari 16 atribut layanan yang digunakan, kemudian diintegrasikan dengan temuan dari *Google Review* sehingga menghasilkan 9 *what*. Lalu, dilakukan penyusunan 8 usulan perbaikan layanan dan dari hasil tersebut, 6 usulan perbaikan telah diimplementasikan, meliputi penyusunan SOP pelayanan, *guidebook*, SOP evaluasi pengetahuan produk, digitalisasi sistem reservasi, pemasangan *signage* parkir motor, serta penyusunan program loyalitas pelanggan. Hasil penelitian ini memberikan rekomendasi strategis bagi Usaha Pijat X untuk meningkatkan kualitas dan konsistensi pelayanan, serta juga memperbaiki pengalaman pelanggan secara menyeluruh, mulai dari reservasi hingga layanan pasca kunjungan yang dapat meningkatkan kepuasan dan diharapkan mampu memperkuat loyalitas pelanggan.

Kata kunci: SERVPERF, *Structural Equation Modelling*, *Importance Performance Analysis*, *Quality Functional Deployment*

*SERVICE QUALITY IMPROVEMENT TO ENHANCE CUSTOMER
SATISFACTION AND CUSTOMER LOYALTY FORMATION USING SERVPERF
AND STRUCTURAL EQUATION MODELING (SEM) AT MASSAGE BUSINESS
X IN SURABAYA*

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ABSTRACT

The spa and relaxation service industry has shown a global growth trend of 7.5% over the next five years. This condition reflects the increasing public awareness of physical and mental health, while simultaneously intensifying competition among massage service providers. In this context, service quality becomes a key factor influencing customer experience, which subsequently affects customer satisfaction and the formation of customer loyalty.

This study aims to analyze the effect of service quality on customer satisfaction and customer loyalty, as well as to formulate and implement service improvement proposals at Massage Business X. Data were collected through the distribution of questionnaires to 100 customer respondents, along with interviews with customers and employees. The SERVPERF method was used to measure the performance of the five dimensions of service quality, while Structural Equation Modeling (SEM) was applied to analyze the relationships among variables. The SEM results indicate that service quality has a positive and significant effect on customer satisfaction (69,9%) and customer loyalty (40,8%). In addition, customer satisfaction has a positive and significant effect on customer loyalty (53%), indicating that customer satisfaction plays a mediating role in the formation of customer loyalty.

Furthermore, Importance Performance Analysis was employed to identify improvement attributes, resulting in 6 improvement attributes out of the 16 service attributes evaluated. These attributes were then integrated with findings from Google Reviews, resulting in 9 what elements. Subsequently, 8 service improvement proposals were formulated, of which 6 have been implemented, including the development of service SOPs, a service guidebook, SOPs for product knowledge evaluation, digitalization of the reservation system, installation of motorcycle parking signage, and the development of a customer loyalty program. The results of this study provide strategic recommendations to enhance service quality and consistency, as well as to comprehensively improve the customer experience, ranging from the reservation process to post-visit services, which can increase customer satisfaction and are expected to strengthen customer loyalty..

Keywords: *SERVPERF, Structural Equation Modeling, Importance Performance Analysis, Quality Function Deployment*