

# Analysis of Participants Satisfaction on the Service Quality of BPJS Ketenagakerjaan Surabaya Karimunjawa using Customer Satisfaction Index (CSI) and Importance Performance Analysis (IPA) Method

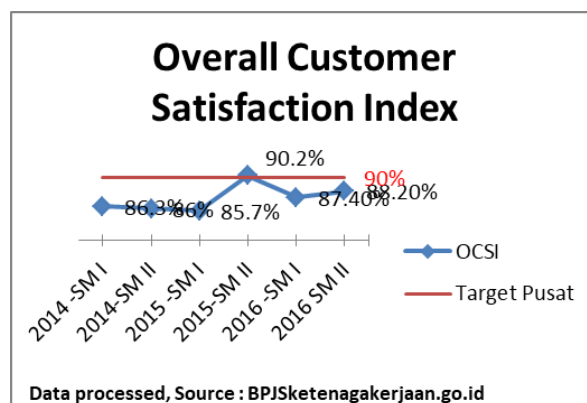
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**Abstract :** Customer satisfaction is a benchmark of the company to assess the services provided to its participants. BPJS Ketenagakerjaan as a public legal entity that organizes social security for Indonesian workers also conducts customer satisfaction surveys that aim to assess participant satisfaction with the quality of services provided. To meet internal standards, BPJS Ketenagakerjaan requires input for service improvement. Customer satisfaction according to Kotler (2002) is feeling happy or disappointed which appears after comparing the perception of performance. The method used to evaluate is Importance Performance Analysis (IPA) and Customer Satisfaction Index (CSI). CSI is used to determine the level of customer satisfaction. In this study used as a comparison and recommendations for determining the ideal internal standards for BPJS Ketenagakerjaan branch offices. IPA is used to assess the attributes that need to be increased or reduced to achieve customer satisfaction. IPA is expected to provide input for management to improve services in order to meet the ideal CSI standards. Based on the results of the study, it is known that the quality performance of the BPJS Ketenagakerjaan Surabaya Karimunjawa already meets the customers needs and desires. This is indicated by the fact that no attributes are in the A quadrant (main priority) and most of the attributes are in the B quadrant (maintain achievement) and overall participants are satisfied with the CSI value of 87.20%.

**Keyword :** BPJS Ketenagakerjaan, Customer Satisfaction, CSI, IPA

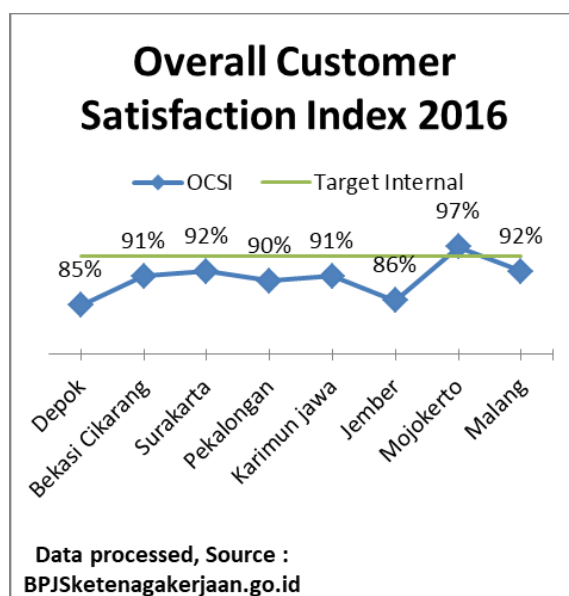
## I. INTRODUCTION

Globalization requires people to quickly adapt to changes with their environment. One reason is the advance of technology. Consumers want to get better and faster service. Based on Law Number 25 of 2009 concerning Public Services, public services are activities or series of activities in order to fulfill service needs in accordance with the laws and regulations for every citizen and resident for goods, services and or administrative services provided by public service providers. One of the government agencies engaged in public service is BPJS Ketenagakerjaan. BPJS Ketenagakerjaan is the only government agency that organizes employment social security in Indonesia. Related to the quality of service, BPJS Ketenagakerjaan has customer satisfaction index which aims to assess the satisfaction of participants and at the same time to be a benchmark of satisfaction with the quality of services provided by BPJS Ketenagakerjaan.



Graph 1.1 shows the overall customer satisfaction index since the operation of BPJS Ketenagakerjaan in Indonesia (1stsemester of 2014 to 2ndsemester of 2016).

BPJS Ketenagakerjaan Surabaya Karimunjawa is one of the social security providers which is the main branch in Surabaya with the largest client among other Surabaya branches, which is 4,200 companies consisting of 212,000 active workers.



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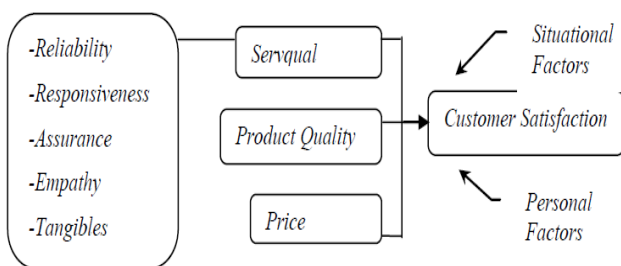
Graph 1.2 shows the satisfaction index of the BPJS Ketenagakerjaan Surabaya Karimunjawa, which is 91%. Based on the results of the satisfaction index obtained for several semesters, the BPJS Ketenagakerjaan Surabaya Karimunjawa still cannot afford to meet the internal standard of 95% so management needs input and solutions to improve the service quality.

## II. EXPERIMENTAL DETAILS

According to Suryawan and Dharmayanti (2013), customer satisfaction is determined by customer perceptions of the performance of a product or service to meet customer expectations. The customer satisfaction according to Kotler (2002) is a feeling of pleasure or disappointment which appears after comparing between perceptions / impression of performance. Customers will feel satisfied if their expectations are met or will be very satisfied if their expectations are exceeded. The level of customer satisfaction can be measured by a method called the Customer Satisfaction Index (CSI).

The method chosen in this study is the Importance Performance Analysis (IPA) and the Customer Satisfaction Index (CSI). The Importance Performance Analysis (IPA) method can show product / service attributes that need to be increased or reduced to maintain customer satisfaction, the results are relatively easy to interpret, the scale is relatively easy to understand, and requires low costs. While the method that supports attribute improvement is the Customer Satisfaction Index (CSI) to determine the level of customer satisfaction. CSI has advantages such as efficiency (not only satisfaction index but also obtaining information related to dimensions or attributes that need to be improved), easy to use, simple and using a scale that has a high sensitivity and reliability.

Our CSI research is expected to be a comparison and recommendations for determining internal standards that are ideal for BPJS Ketenagakerjaan branch offices. IPA is expected to provide input for management to improve services in order to meet the ideal CSI standards.



Sumber : Zeithaml dan Bitner (2000)

### Operational Attributes

1. **Tangibles**, declared as physical evidence as the ability of a company or organization to demonstrate its existence to the public or outside parties
2. **Reliability**, declared as the ability of the organization or company to realize or fulfill the servants in accordance with what was promised to the public in a reliable and accurate manner.

3. **Responsiveness**, declared as the ability of a company or organization to provide fast and responsive services including responding to customer complaints followed by resolution or a clear, precise and fast information.

4. **Assurance**, declared as the company's ability to foster public trust in the company or organization.

5. **Empathy**, declared as the company's ability to understand what customers want and need.

### Data Collection Technique

The sampling technique used in this study is probability sampling or random sampling using systematic random sampling techniques. The respondents were consumers who came to the BPJS Ketenagakerjaan Surabaya Karimunjawa in the 4th week of May 2018 to the 1st week of June 2018 and were willing to become respondents. Distribution of questionnaires is conducted every day, during working hours to participants who get service every 5 (five) multiples. Determination of the samples number or respondents is determined based on the results of calculations using the Slovin formula (Umar 2005), i.e.:

$$nn = \frac{N}{1+Ne^2}$$

Explanation:

n : Number of samples

N : Number of populations

e : Percentage of allowance for inaccuracy due to tolerable population sampling errors 10%.

From the above calculations, the number of respondents to be taken is 81 respondents. In each statement given a weight using a Likert scale consisting of very important, important, quite important, less important and not important. The level of importance is given five judgments with the following weights:

Table 3.1 Assessment of the level of interest in attributes

Information	Total Weight
Very Important	5
Important	4
Quite Important	3
Less Important	2
Not Important	1

Table 3.2 Assessment of Service Performance Levels

Information	Total Weight
Very Satisfied	5
Satisfied	4
Enough	3
Less Satisfied	2
Not Satisfied	1

Data Analysis Method

Importance and Performance Analysis (IPA)

Importance and Performance Analysis (IPA) is an easy implementation technique for measuring attributes of importance and performance that are useful for the development of effective marketing programs. Consumers are asked to answer the performance level of various attributes or dimensions that affect customer satisfaction. Respondent then values the level of importance for each attribute. This method is used in this study to describe the level of importance and service quality of the attributes to be measured.

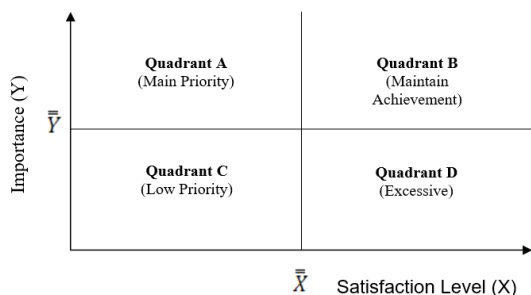


Figure 3.1 Cartesian Diagram (Level of importance and level of performance) Source: Supranto, 2001

Explanation:

a. Quadrant A (Main Priority)

The level of importance is high, but having a low level of performance means that the performance in this quadrant must be increased.

b. Quadrant B (Maintain Achievement)

The factors that are considered important by the customer and are in accordance with what he feels, so that the level of satisfaction is relatively higher. This quadrant must be maintained and must be managed properly.

c. Quadrant C (Low Priority)

The level of importance and the level of performance is low, it is felt not too important by the customer and the company only carries out the usual (low priority).

d. Quadrant D (Excessive)

Factors that are considered less important by customers and are felt to be too excessive. Companies can reduce in order to save costs.

Customer Satisfaction Index (CSI)

The Customer Satisfaction Index (CSI) method is an index that determines the level of overall customer satisfaction with an approach that consider the level of importance and performance of the measured attributes:

Satisfaction Index Table

0,81 – 1,00	Very Satisfied
0,66 – 0,80	Satisfied
0,51 – 0,65	Enough
0,35 – 0,50	Less Satisfied
0,00 – 0,34	Not Satisfied

III. RESULTS AND DISCUSSION

**Gender:** Based on the results of the study, respondents were 65% male and 35% female

**Age:** 35-43 th (40%), 26-34 th (28%), 42-50 th (18%), 17-25% (9%), >50 th (5%).

**Work:** Private employees (51%), Civil Servants (23%), Entrepreneurs (6%), Students (3%), Soldiers / Police (3%).

**Education:** Bachelor (44%), Senior High School (33%), Diploma (14%), Post Graduate (6%), Others (3%).

Participants who use the BPJS Ketenagakerjaan Surabaya Karimunjawa service have hopes for the quality of services provided in order to fulfill their needs. The fulfillment of the expectations of every customer will foster the satisfaction that will ultimately result in increased loyalty of BPJS Ketenagakerjaan Surabaya Karimunjawa participants. An assessment of the level of importance of customer service for the 25 attributes of the BPJS Ketenagakerjaan Surabaya Karimunjawa can be seen in Table below:

No	Attributes of Services (Importance Rate)	Mean
Tangibles		
1	The appearance of the officer is neat, does not overdo and uses work clothes	4.70
2	Convenient transaction service space	4.59
3	Cleanliness of service space	4.74
4	Toilets as clean supporting facilities	4.48
5	Presence of suggestion box (available)	4.22
6	Availability of attractive brochures and complete information	4.19
7	Adequate parking space	4.19
Reliability		
1	Officers provides clear and accurate information	4.70
2	Officers consistent in providing services	4.52
3	Officers provide service to completion	4.67
4	Officers serve as promised	4.59
Responsiveness		
1	Officer greeted while serving	4.56
2	Officers serving with friendly	4.78
3	Officers provide services quickly	4.67
4	Officers gave an explanation in a language that was easy to understand	4.59
5	Officers were responsive in dealing with participant complaints	4.52
Assurance		
1	Officers were swift in serving participants	4.56
2	Officers were able to maintain the confidentiality of participant data	4.70
3	Officers were able to answer each participant's question	4.59
4	Participants feel safe in the BPJS Ketenagakerjaan Surabaya Karimunjawa Branch	4.74



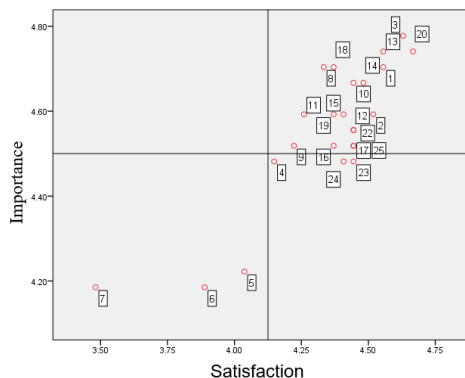
Empathy		
1	Officers provide understanding (empathy) to participants complaints	4.56
2	Officers showed a caring attitude towards the wishes of the participants	4.52
3	Officers well understand the needs of participants	4.48
4	Officers helped the participants difficulties	4.48
5	Officers maintain good relations with participants	4.52

The table above shows the service quality attributes that are considered the most important by participants in the BPJS Ketenagakerjaan Surabaya Karimunjawa is the officers serving with friendliness, with an average value of 4.78. Whereas for attributes that have the lowest average value compared to other service quality attributes is the availability of attractive brochures contain complete information and adequate parking space with a value of 4.19.

The performance assessment of the BPJS Ketenagakerjaan Surabaya Karimunjawa based on services that have been received and the assessment given by the customer, show attributes that have the highest level of performance are officers providing services quickly with an average value of 4.67 and attributes that have the lowest level of performance are adequate parking space.

**Importance Performance Analysis**

Importance Performance Analysis is used to determine the results of services that have been received by customers with their expectations. From the processed data, here are the results described in the cartesiandiagram:



**A. Quadrant A (Main Priority)**

Contains attributes with high importance but has low performance. The result there are no attributes that must be considered, meaning that the performance is good.

**B. Quadrant B (Maintain Achievement)**

Contains the factors that are considered important by the customer and the factors considered in accordance with what customer feels, so the level of satisfaction is relatively high.

1. The appearance of the officer is neat, does not overdo and uses work clothes (attribute 1)
2. Convenient transaction service space (attribute 2)

3. Cleanliness of service space (attribute 3)
4. Officers provides clear and accurate information (attribute 8)
5. Officers consistent in providing services (attribute 9)
6. Officers provide service to completion (attribute 10)
7. Officers serve as promised (attribute 11)
8. Officer greeted while serving (attribute 12)
9. Officers serving with friendly (attribute 13)
10. Officers provide services quickly (attribute 14)
11. Officers gave an explanation in a language that was easy to understand (attribute 15)
12. Officers were responsive in dealing with participant complaints (attribute 16)
13. Officers were swift in serving participants (attribute 17)
14. Officers were able to maintain the confidentiality of participant data (attribute 18)
15. Officers were able to answer each participant's question (attribute 19)
16. Participants feel safe in the BPJS Ketenagakerjaan Surabaya Karimunjawa Branch (attribute 20)
17. Officers provide understanding (empathy) to participants complaints (attribute 21)
18. Officers showed a caring attitude towards the wishes of the participants (attribute 22)
19. Officers maintain good relations with participants (attribute 25)

**C. Quadrant C (Low Priority)**

Considered by the customer to be less important and its performance on this attribute is not very well considered, for example the existence of a suggestion box, the availability of attractive brochures information and adequate parking space.

1. Presence of suggestion box (available) (attribute 5)
2. Availability of attractive brochures and complete information (attribute 6)
3. Adequate parking space (attribute 7)

**D. Quadrant D (Excessive)**

Demonstrate attributes that are perceived as less important by customers, but their performance is done well so that customers perceive these performances to be excessive. For example, toilets as clean support facilities, officers understand the needs of participants well, officers try to help the difficulties of participants.

1. Toilets as clean supporting facilities (attribute 4)
2. Officers well understand the needs of participants (attribute 23)
3. Officers helped the participantsdifficulties (attribute 24)



### Customer Satisfaction Index (CSI)

Calculation of the Customer Satisfaction Index (CSI) uses the average score of importance and the level of performance of each attribute. Based on the results of the calculations, the CSI value of 87.20% is obtained, where the value is at the interval of 0.81-1, which means the customer is "Very Satisfied". This CSI value is obtained from the division between the total Weight Score (WS) value and the maximum scale used in this study, namely 5 and multiplying by 100%. The value of the Customer Satisfaction Index (CSI) can be increased by making improvements to the performance of the attributes from the results of the Importance Performance Analysis (IPA). Improvement of attributes obtained through IPA is expected to increase the CSI value to 100%.

### Managerial Implications

The management function is divided into 4 functions, i.e. Planning, Organizing, Actuating and Controlling.

**Planning.** Develop a strategy based on the results of this study. The agreed strategy considers a strategy that complements the quality of good service in order to meet the standards.

**Organizing.** Managerial actions by choosing competent resources and providing training related to the job description in order to always improve service quality in order to achieve customer satisfaction.

**Actuating.** Actions that can be done is to build communication between employees from top management to lower management to unite each other to the same goal, improving service quality.

**Controlling.** Evaluation of the performance given from the results of this study because it can be seen what factors need to be improved and maintained or eliminated to achieve customer satisfaction.

### CONCLUSIONS

1. Based on the results of the study, it is known that the quality performance of the BPJS Ketenagakerjaan Surabaya Karimunjawa already meets the needs and desires of their customers. This is indicated by the fact that nothing is in quadrant A (main priority), which is a region that contains variables of high importance but has a low performance, and most of the attributes are 19 things in the B quadrant (maintain achievement).
2. The Customer Satisfaction Index (CSI) method is used to determine the level of overall customer satisfaction, and obtained a CSI value of 87.20%. Thus, it can be concluded that overall customers were satisfied with the performance of the attributes of the BPJS Ketenagakerjaan Surabaya Karimunjawa.

### Suggestion

1. Based on the results of the study, it is expected that the BPJS Ketenagakerjaan Surabaya Karimunjawa can maintain existing achievements and improve the attributes that are included in the C quadrant (low priority) as an anticipation if there is an increase in the participants interests.

2. In further research, it is expected to be carried out in a longer and more sustainable period so that the average level of satisfaction can be measured in one period.

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