

Identify the Quality of Studio Services Using the Servqual and Quality Function Deployment Methods



Adriano Oktoriano¹, Cahyano², Erie Maulidia Safitri³

^{1,2,3}Faculty of Engineering, Department of Industrial Engineering, Universitas Islam Jakarta

ABSTRACT: This study evaluates the service quality of Studio Toha using the SERVQUAL and Quality Function Deployment (QFD) methods. The research focuss on analyzing the gaps between customer expectations and actual service delivery across five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles. Data was collected through a survey of studio users utilizing a questionnaire designed to measure the importance and satisfaction levels of service attributes. Validity testing showed that all attributes were valid ($r > 0,361$) and demonstrated high reliability (Cronbach's Alpha 0,804). The findings reveal that attributes such as 24-hour security and a well-functioning air conditioning system had the highest positive SERVQUAL scores (0,30 and 0,21, respectively), indicating customer satisfaction in this area. However, attributes like lobby crew availability (0,03) and timeliness in studio preparation (0,07) require significant improvement. These results emphasize the importance of facility maintenance, employee training, and the provision of suggestion boxes as critical steps for service enhancement. This study suggests ongoing improvement strategies to better align services with customer expectations and increase overall satisfaction. The research offers practical insights for Studio Toha's management to identify strengths and areas for improvement, thereby maintaining competitiveness in the studio rental industry.

KEYWORDS: Customer satisfaction, service quality, SERVQUAL, QFD

I. INTRODUCTION

Since the COVID-19 pandemic hit, Indonesia's creative industry and even the world, especially in the field of music and film, have been greatly affected by activity restriction policies such as lockdown (Khlystova et al., 2022). In the DKI Jakarta area, which is the center of the national creative industry, many production and distribution activities have stopped. But in general, the creative industry shows greater resilience to economic crises compared to other sectors of the global economy (Runde et al., 2020). To overcome this vacuum, some producers began to adopt the virtual by renting a studio to display music, advertisements and movies. However, the increasing need for studios for virtual performances has triggered the rapid growth of the studio rental business, leading to increasingly fierce competition in the sector. To face increasingly fierce competition, entrepreneurs are encouraged to strengthen their strategies.

One of the important approaches in the entertainment business is to offer high-quality services that are visible from the performance of the service (Santoso et al., 2024). To thoroughly explore the level of service quality, it is important to identify significant differences between customer expectations and their perception of the services provided (Lizarelli et al., 2021). Services are actions or activities offered by one party to another party without generating ownership or physical form. Services are intangible and their production may or may not be related to physical products. This leaves customers who purchase services without physical goods as proof of their spending when receiving the service (Lukita et al., 2020).

In designing a service business offering, marketing needs to pay attention to the five stages that form a value hierarchy for users, namely core benefits, basic services, expected services, additional services, and potential services. Core benefits are the primary needs of users that they want to meet, while basic services are a tangible form of meeting those needs. Expected services include the minimum standards that must be met, while additional services provide an advantage that sets them apart from competitors. Potential services include innovations that can be carried out in the future to improve customer satisfaction (Trisnawati & Subijanto, 2023).

One of the methods that is often used to measure service quality is SERVQUAL (service quality), which serves as an evaluation tool in the development of such services, initially this method had ten dimensions, then simplified into five main dimensions to effectively assess the quality of the service (et al., 2023). Several studies have addressed the integration of SERVQUAL and QFD since the early 2000s (Lizarelli et al., 2021). (Iryaning Handayani et al., 2022) using the integration of the SERVQUAL model and Quality Function Deployment (QFD) to assess the quality of service. The study identified a gap between customer perception and expectations with an average gap of -0.40, indicating customer satisfaction. The results of the study show that the combination of

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SERVQUAL and QFD methods is effective for service improvement. (Altunt & Kansu, 2020) also integrated SERVQUAL and QFD in a case study of a hospital in Turkey to improve the quality of services. The results show that this approach is effective in assessing and improving service quality holistically, as well as offering practical strategies for service managers in making decisions for the sustainability of service quality.

This research is focused on analyzing the quality of Toha studio services as seen from the dimensions of tangible, reliability, responsiveness, insuranceand Emphaty, as well as its impact on user satisfaction. Service quality is measured by the performance of the service perceived by the user, while the importance is assessed based on user expectations (Rahmawati et al., 2023). The purpose of this study is to evaluate how well Studio Toha's services meet user needs, as well as provide recommendations to improve service quality to increase overall customer satisfaction by using SERVQUAL and QFD methods.

II. RESEARCH METHODS

The quality of service is assessed based on five main dimensions: reliability (the ability to provide the promised service accurately), responsiveness (willingness to help and provide fast service), certainty (knowledge and courtesy of the work that builds trust), empathy (attention and personal service for users), and physical evidence (appearance of facilities, equipment, and means of communication) (et al., 2023). Consumers shape their minds by comparing their expectations of service with the reality they receive, where the gap between the two determines the quality of service and the level of satisfaction, both positive and negative.

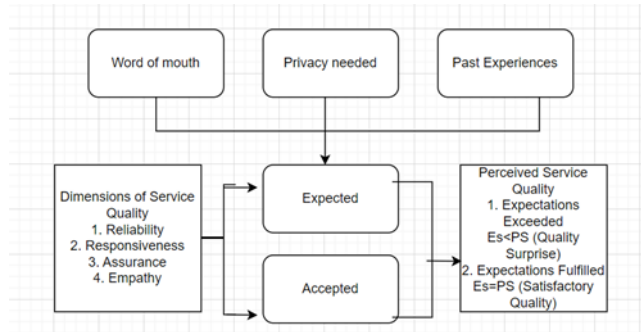


Figure 1. Quality of Service

According to Parasuraman, Zeithaml, and Berry (1985) in (Sinollah & Masruro, 2019), the dimension of service quality can be measured with the SERVQUAL instrument, which calculates the service quality score based on the difference between consumer perception and expectations. If the perception score is the same as the expectation ($P - H = 0$), then the service is according to expectations. If the perception score is higher ($P - H > 0$) then the consumer is very satisfied, and if the perception score is lower ($P - H < 0$), then the consumer is not satisfied. SERVQUAL monitors the quality of service periodically. There are five gaps (*gap*) that affect service quality: (1) the difference between management perception and consumer expectations, (2) errors in translating consumer expectations into quality specifications, (3) inconsistency between service specifications and service implementation, (4) differences between service reality and company communication, and (5) gaps between consumer perceptions and expectations. *Gap 5*, which is on the consumer side, describes customer satisfaction and is influenced by the four *gap* Other. Companies must minimize this gap to improve the quality of service.

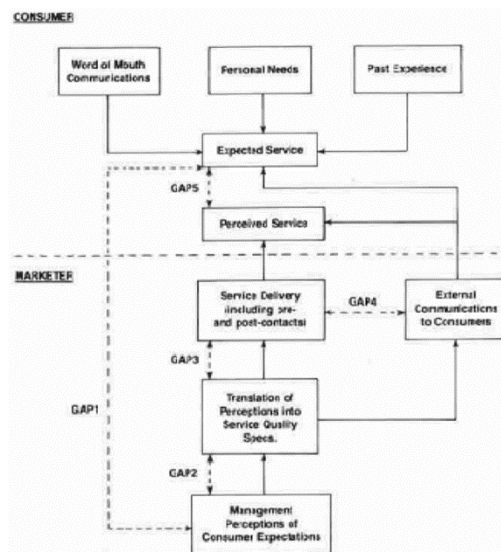


Figure 2. Service Quality Gap Model

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This research applies logical principles in the process of discovering truth to solve existing problems. This study uses a descriptive research design that aims to describe the nature or function of conditions related to customer expectations and Studio Toha performance as research variables. Data was obtained through the distribution of questionnaires, which were designed to make it easier for respondents to answer the questions asked by the authors. Sampling was carried out by *Non-Probability Sampling* and *Judgment Sampling* methods, respondents were studio service users.

The sample was taken with a confidence level of 95% and an accuracy level of 10%. A preliminary questionnaire was distributed to 30 respondents to determine the attributes that are important for user satisfaction. The research questionnaire was compiled based on the results of the preliminary questionnaire, with three parts: respondent identity, level of importance of attributes, and level of user satisfaction.

The analysis stage involves a *screening process*, analysis of respondent characteristics, calculation of the level of importance of attributes, user satisfaction, and analysis of SERVQUAL and *Quality Function Deployment* (QFD). This research is expected to provide an overview of satisfactory service attributes and those that need to be improved, as well as offer suggestions to companies to improve unsatisfactory attributes.

III. RESULTS AND DISCUSSIONS

1 Predecessor Questionnaire Results

The results of the previous questionnaire provided two main pieces of information from the respondents. First, all respondents (100%) have used Studio Toha, showing that they understand the needs when using Studio Toha's services. Second, several attributes are the main considerations when choosing Studio Toha, such as 24-hour security (93%), cold studio air conditioning (90%), and toilet cleanliness (90%). The validity test with SPSS shows that all attributes are valid with the correlation coefficient ($r > r$ table (0.361)). The reality test produced a Cronbach's Alpha value of 0.804, which means that this research instrument *reliable*. Based on these results, the research questionnaire was designed in three parts: (I) the identity of the respondents, including gender, occupation, age, and frequency of using Studio Toha; (II) assessment of the level of importance of attributes to satisfaction and (III) assessment of the level of satisfaction of respondents with services based on these attributes.

Table 1. Predecessor Questionnaire Results

Data Responden	Frequency	Percentage (%)
Ever	100	100
Never	0	0

The second part of the preliminary questionnaire evaluated the attributes that respondents considered important when deciding to use the services of Studio Toha, the results can be seen in table 2, where all the attributes studied were considered significant by the respondents, with attributes such as 24-hour security (93%), air conditioning in the studio (90%), and toilets that are always clean (90%) received high scores. Based on this data, no additional attributes were proposed by the respondents, so these attributes will be used in the main study. The sample was drawn using a *non-probability sampling* method with *judgment sampling*, and the minimum number of respondents needed was 97 people, according to a confidence level of 95% and an accuracy level of 10%.

Table 2. Respondent's Preferred Attributes

No	Attribute	Frequency	Percentage (%)
1	Strong and sturdy lamp hanging ridging	24	80
2	Presence of silencers and soundproofing	25	83
3	24-hour security	28	93
4	Crew stand by diruang lobby	26	87
5	Timeliness of studio provision	25	83
6	Cold room air conditioning	21	70
7	Cold studio air conditioning	27	90
8	Clean and comfortable waiting room	24	80
9	Clean and dry toilets	27	90
10	Thematic studio	23	77
11	Crew imposing health protocols	22	73
12	Ample parking	22	73
13	Crew friendliness	23	77

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Based on the validity test using SPSS version 22.0, all attributes of studio services were declared valid, with a correlation coefficient value (r-calculus) greater than the critical value (r-table) of 0.361. The results of this validity test can be seen in table 3. In addition, the reliability test showed that Cronbach's Alpha value was 0.804, indicating that all question items were reliable. All paragraphs must be indented. All paragraphs must be justified, i.e. both left-justified and right-justified.

Table 3. Results of the Validity Test of Studio Service Attributes

Question Items	Correlation Coefficient (r)	Critical Value (r-table)	Information
Attribute 1	0,564	0,361	Valid
Attribute 2	0,383	0,361	Valid
Attribute 3	0,625	0,361	Valid
Attribute 4	0,457	0,361	Valid
Attribute 5	0,400	0,361	Valid
Attribute 6	0,836	0,361	Valid
Attribute 7	0,442	0,361	Valid
Attribute 8	0,382	0,361	Valid
Attribute 9	0,479	0,361	Valid
Attribute 10	0,524	0,361	Valid
Attribute 11	0,576	0,361	Valid
Attribute 12	0,659	0,361	Valid
Attribute 13	0,631	0,361	Valid

Table 4. Results of the Reliability Test of Studio Service Attributes

Cronbach,s Alpha	N of Items
0,804	13

3.2 Data Processing

In the first part of the research questionnaire, respondents were asked to provide information about their identity. The data includes gender, age, and education. In the second part of the questionnaire, respondents were asked to assess the level of importance of service attributes from Studio Toha. The assessment was carried out using a *Likert* scale of 1-5, where 1 means "Very Unimportant" and 5 means "Very Important".

In the third part of the questionnaire, respondents were asked to rate their level of satisfaction with the Toha Study service. Just like before, a *Likert* scale of 1-5 is used, where 1 means "Very Dissatisfied" and 5 means "Very Satisfied".

3.3 SERVQUAL Score Calculation

The SERVQUAL method is used to measure the level of user satisfaction with Studio Toha's services. In this method, satisfaction is measured based on the comparison between expectations (*importance*) and reality (*performace*). The SERVQUAL score is calculated by subtracting the actual average value from the expectation. The results of this calculation can be seen in Table 5.

Table 5. SERVQUAL Studio Toha scores

Attribute	Statement	Hope	SERVQUAL Score
Strong and sturdy lamp hanging ridging	4.32	4.10	0.22
Presence of silencers and soundproofing	4.36	4.13	0.23
Security security available 24 hours	4.92	4.62	0.30
Crew who are always on standby in the lobby	4.17	4.14	0.03
Timeliness of the provision of a studio place	4.27	4.20	0.07
Cold room air conditioning	4.36	4.19	0.17
Cold studio air conditioning	4.78	4.57	0.21
Clean and comfortable waiting room	4.82	4.61	0.21
Toilets that are always clean and dry	4.86	4.39	0.47
Thematic studios	4.26	4.18	0.08

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Crew appearance with health protocols	4.23	4.08	0.15
Ample parking	4.73	4.00	0.73
Crew friendliness and always ready to help	4.10	4.00	0.10

Table 6. SERVQUAL Studio ONE scores

Attribute	Statement	Hope	SERVQUAL Score
Strong and sturdy lamp hanging ridging	4,25	4,10	0,15
Presence of silencers and soundproofing	4,05	4,13	-0,08
Security security available 24 hours	4,00	4,62	-0,62
Crew who are always on standby in the lobby	4,02	4,14	-0,12
Timeliness of the provision of a studio place	4,00	4,20	-0,20
Cold room air conditioning	4,20	4,19	0,01
Cold studio air conditioning	4,40	4,57	-0,17
Clean and comfortable waiting room	4,60	4,61	-0,01
Toilets that are always clean and dry	4,40	4,39	0,01
Thematic studios	3,80	4,18	-0,38
Crew appearance with health protocols	4,10	4,08	0,02
Ample parking	3,80	4,00	-0,20
Crew friendliness and always ready to help	3,95	4,00	-0,05

Table 7. SERVQUAL Studio Bali United scores

Attribute	Statement	Hope	SERVQUAL Score
Strong and sturdy lamp hanging ridging	4,38	4,10	0,28
Presence of silencers and soundproofing	4,40	4,13	0,27
Security security available 24 hours	4,95	4,62	0,33
Crew who are always on standby in the lobby	4,20	4,14	0,06
Timeliness of the provision of a studio place	4,20	4,20	0,00
Cold room air conditioning	4,38	4,19	0,19
Cold studio air conditioning	4,80	4,57	0,23
Clean and comfortable waiting room	4,85	4,61	0,24
Toilets that are always clean and dry	4,88	4,39	0,49
Thematic studios	4,20	4,18	0,02
Crew appearance with health protocols	4,25	4,08	0,17
Ample parking	4,60	4,00	0,60
Crew friendliness and always ready to help	4,00	4,00	0,00

DISCUSSIONS

Some of the aspects analyzed related to user characteristics include gender, age, and education. Based on gender analysis, it was found that 22% of users were women, while 78% were men. Male dominance is likely related to physical demands in the entertainment industry, especially in the creation of properties for shooting purposes. Meanwhile, age analysis shows that the majority of users are between 36-45 years old (48%) and 26-35 years old (41%). This shows that work in this field is done by young workers who are still productive. The majority of users aged 36-45 are professionals who work as employees or field workers.

In the education analysis, it was found that the majority of users had the last education equivalent to high school/equivalent as many as 42 people, followed by diploma/equivalent as many as 18 people. This shows that most users have the right level of education for the operator's job, so they have the perception that the available facilities are adequate to support the smooth running of their work.

Identify the Quality of Studio Services Using the SERVQUAL and Quality Function Deployment Methods

Furthermore, the importance level of attributes is analyzed to find out how important the service attributes are to the user. All attributes have an importance value above 4.00, indicating that users consider all attributes to be very important and they expect high service to each of them. In terms of satisfaction levels, analysis of several studios, including Studio TOHA, Studio ONE, and Studio Bali United, shows that most user satisfaction attributes are above importance. However, this still poses a very small positive value to SERVQUAL which shows that user satisfaction has not been fully met.

At Studio Toha, the results of the analysis show that several attributes have received positive appreciation, but there are still attributes such as the crew who are always on standby in the lobby (0.03), the timeliness of providing studio venues (0.07), and the thematic studio (0.08) which received small positive values. Therefore, companies still need to pay more attention to these aspects to maintain the quality of service according to user expectations. Studio ONE's service attributes that have a positive value only include cold room air conditioning (0.01), clean and dry toilets (0.01), and the appearance of the crew wearing health protocols (0.02). Although it has a positive value, the difference is very small, so the overall service still needs to be improved. The majority of other attributes show negative values, especially in aspects related to user comfort, which are considered very important. Studio Bali United's services have received positive scores, showing good appreciation from users and the level of satisfaction with the services provided. However, several aspects such as the crew who are always on standby in the lobby (0.06), the timeliness of the provision of studios (0.00), thematic studios (0.02), and the friendliness of the crew who are always ready to help (0.00) still need to be improved.

Analisa Quality Function Development

Studio Toha has shown a strong commitment to providing the best service to customers, but there are some areas that can be further improved to maintain the high standards expected by customers. Based on the analysis of attributes and the results of customer satisfaction surveys, here are some aspects that are the main focus of Studio Toha.

Strong and Sturdy Lamp Hanging Ridging

This attribute has an importance value of 4.10, indicating that customers consider it very important. The SERVQUAL Studio Toha score is 0.22, Studio ONE (0.15), and Studio Bali United (0.28), although this SERVQUAL score is already positive, the company still needs to take steps to maintain the quality of this service. There are several relevant actions to maintain this achievement, including "Maintenance Facility" and "studio maintenance system" which have a strong correlation (9) with these attributes. The strong correlation (9) between the attributes of "Strong and sturdy lamp hanging ridging" and "Maintenance facility" indicates that the existence of this facility allows for intensive supervision to maintain the safety and comfort of users. The level of difficulty in implementing the "Maintenance facility" is quite low, namely 1, with a relative importance level of 17.69%. A strong correlation (9) is also seen in the "Studio care system", which is intended as a continuous care effort. The difficulty level of this system is considered low, namely 1, with a relative importance level of 18.65%. This facility maintenance step is also correlated with the actions of "Training center", "Studio maintenance system", and "Cooperation with other companies", which are seen as improving the quality of studio services. Position map shows average service levels: Studio Toha (4.32), Studio ONE (4.25), and Studio Bali United (4.38). This action is needed to maintain satisfaction and improve service quality on an ongoing basis.

Presence of Dampers and Airtightness

This attribute has an importance value of 4.13, indicating that customers view it as very important. The positive SERVQUAL score was indicated by Studio Toha (0.23) and Studio Bali United (0.28), while Studio ONE was still negative (-0.08). Service improvements still need to be made, especially Studio ONE, some of the actions closely related to these attributes include "Maintenance facility" and "Studio maintenance system" with strong correlations (9). This correlation is important because continuous maintenance provides a sense of security and comfort for studio users. The difficulty level of this action is low, namely 1, with a relative importance level of 17.69%. The presence of silencers and soundproofing is very important to ensure that the sound quality in the studio remains optimal and does not leak to the outdoors. Therefore, the relationship of damping and soundproofing attributes with studio maintenance systems also shows a strong correlation (9), with the aim of improving the acoustic quality of studios. The level of difficulty faced in this application is 1, with a relative importance level of 18.65%. Position maps show service levels: Studio Toha (4.36), Studio ONE (4.05), and Studio Bali United (4.40), illustrating the need to continue to improve service to achieve the best service quality.

24-Hour Security and Security

This attribute has an importance value of 4.62, indicating that customers consider it very important. Positive SERVQUAL scores were found at Studio Toha (0.30) and Studio Bali United (0.33), while Studio ONE was still negative (-0.62), signaling the need for service improvements, especially at Studio ONE. Some of the actions that can be taken to improve SERVQUAL include "Employee frowning" with a strong correlation (9), "Employee ability to communicate" with a moderate correlation (3), and "Provision of criticism and suggestion boxes" which are also moderately correlated (3). The strong correlation (9) between employee recruitment and this attribute is rooted in the importance of safety as a fundamental requirement and must be met, given that existing production facilities are of high value and crucial to support the smooth operation of the program. The level of difficulty in carrying out recruitment was assessed at 2 with a relative importance of 7.32%. On the other hand, "Employee communication skills" and

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"Provision of criticism and suggestion boxes", although moderately correlated, still have an important role. Employees, including security staff, must have good communication skills to provide input for the company in identifying and correcting errors in the field quickly. The position map shows a satisfaction score of 4.92 for Studio Toha, 4.00 for Studio ONE, and 4.95 for Studio Bali United. This emphasizes the need for continuous improvement actions.

Crew Who Are Always on Standby in the Lobby

This attribute has an importance value of 4.14, indicating that customers value this attribute as very important. However, the SERVQUAL score obtained for Studio ONE is still negative (-0.12), while Studio Toha (0.03) and Studio Bali United (0.06) are positive. This shortage is caused by the unavailability of crew who are always on standby in the lobby, making users have to wait for confirmation. Some action steps that can be taken to increase the value by considering its correlation with attributes, include "Employee recruitment" and "Employee ability to communicate", both of which have a strong correlation (9), as well as "Provision of criticism and suggestion boxes" with a moderate correlation (3). The difficulty values of these actions are 2 and 3, respectively, with a relative importance of 7.32% and 10.66%. In addition, the "Criticism and suggestion box", although moderately correlated (3), remains an important part because it provides input for the company to immediately improve operational obstacles that occur. The customer satisfaction position map shows a score of 4.17 for Studio Toha, 4.02 for Studio ONE, and 4.20 for Studio Bali United, emphasizing the need for service improvements to be more responsive and satisfying for customers.

Timeliness of Studio Provisioning

Punctuality in the provision of studios is a key indicator of good service. Customers appreciate the efficiency of Studio Toha, but ensuring that the studio is always ready on time with the equipment that has been prepared is still a challenge that needs to be continuously overcome. Based on the value of SERVQUAL Studio Toha, it is (0.07), Studio Bali United (0.00), while Studio ONE (-0.20). This shows customer dissatisfaction, which is caused by the untimely provision of the studio according to the user's deadline. There are several actions that can be taken to increase satisfaction with this attribute, including "Studio care system" which has a strong correlation (9) with this attribute, and "Provision of criticism and suggestion boxes" with a moderate correlation (3). The difficulty level of this action is 1, with a relative importance value of 18.65%. Meanwhile, the provision of criticism and suggestion boxes has a moderate correlation (3) with this attribute, because although this box does not directly increase the value of the attribute, its existence is expected to be a means for customers to provide input which is then conveyed to the company. The difficulty level of providing the criticism and suggestion box was 2, with a relative importance value of 18.65%. The customer satisfaction position map shows a score of 4.27 for Studio Toha, 4.00 for Studio ONE, and 4.20 for Studio Bali United. This underscores the importance of improving time management and service quality to meet customer expectations.

Cold Room Air Conditioner

This attribute has an importance value of 4.19 which indicates that customers consider this attribute to be very important. Positive SERVQUAL scores for Studio Toha (0.17), Studio ONE (0.01), and Studio Bali United (0.19) indicate that customer satisfaction has been achieved, but efforts are still needed to maintain it. Some of the actions that can be taken to maintain the quality of this service involve measures that are closely correlated with those attributes. Such as maintenance facilities and studio maintenance systems have a strong correlation (9), while "Cooperation with other companies" has a moderate correlation (3). Good maintenance of the facility and the maintenance system of the studio, with a strong correlation (9), will ensure that the cooling system remains optimally functioning, keeping the humidity inside the studio as the room is tightly closed. With continuous and regular maintenance, it provides more comfort for the user. The difficulty level of implementing this action is low, with a value of 1, while the relative importance values are 17.69% and 18.65%. The level of difficulty of cooperation is 3, with a relative importance of 2.44%. The customer satisfaction position map shows a score of 4.36 for Studio Toha, 4.20 for Studio ONE, and 4.38 for Studio Bali United, underscoring the need for ongoing maintenance to maintain user comfort.

Cold Studio Indoor Air Conditioner

This attribute has an importance level of 4.57, which indicates that customers find this attribute very important. The SERVQUAL score for Studio Toha is (0.21), and Studio Bali United (0.19) shows good satisfaction, while Studio ONE (-0.17) still has a negative score, likely due to the limited number of air conditioners in the studio. To maintain positive values, some actions that can be taken include "Maintenance facility" and "Studio maintenance system", which have a strong correlation (9) with these attributes, and "Cooperation with other companies" which is moderately correlated (3). The difficulty level of this action is 1, with relative importance levels of 17.69% and 18.65%. Meanwhile, cooperation with other companies to handle air conditioner maintenance when damage occurs has a moderate correlation (3). This action makes it easier for companies to ensure that air conditioners always function optimally. The difficulty level is 3, with a relative importance value of 2.44%. The satisfaction position map shows a score of 4.78 for Studio Toha, 4.40 for Studio ONE, and 4.80 for Studio Bali United.

Clean and Comfortable Waiting Room

This attribute has an importance level of 4.61, which indicates that customers consider it important. SERVQUAL scores for Studio Toha (0.21), Studio ONE (-0.01), and Studio Bali United (0.24) indicate the need for improvement, especially at Studio

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ONE. Some of the actions that can be taken and correlated with this attribute include the presence of "Cleaner" and "Security officer" which have a strong correlation (9) with a difficulty level of 1 and 2, and a relative importance value of 7.52%. Another action related to this attribute is "Provision of criticism and suggestion boxes" which has a moderate correlation (3) due to the company's limited ability to meet all user needs. The difficulty level of this action is 2, with a relative importance value of 14.39%. The user satisfaction ranking shows a score of 4.82 for Studio Toha, 4.60 for Studio ONE, and 4.85 for Studio Bali United.

Toilets that are Always Clean and Dry

The cleanliness of the toilet is a determining factor in the comfort at Studio Toha. This attribute has an importance value of 4.39, indicating that customers view it as very important. The SERVQUAL score is positive for Studio Toha (0.47), Studio ONE (0.01), and Studio Bali United (0.49). Some steps that can be taken regarding this attribute are the placement of "Cleaners" and the provision of "Toilet Facilities" in studios, each of which has a strong correlation (9). The difficulty level of these actions is 1 and 2, with relative importance values of 7.52% and 3.67%. The final step related to this attribute is "Provision of criticism and suggestion boxes" which has a moderate correlation (3). The difficulty level of this action is 2, with a relative importance value of 14.39%. The satisfaction position shows a score of 4.86 for Studio Toha, 4.40 for ONE Study, and 4.88 for Studio Bali United. Continuous improvement in toilet hygiene is recommended to ensure user comfort.

Thematic Studio

The thematic design of the studio is a special attraction for users. This attribute has an importance value of 4.18, which indicates that customers consider it very important. SERVQUAL scores are positive for Studio Toha (0.08) and Studio Bali United (0.02), while Studio ONE is negative (-0.38). The uniqueness of the thematic studio gives it its own attraction compared to standard studios. Some actions that can be taken to maintain this uniqueness are "Maintenance facility" and "Studio maintenance system", each of which has a strong correlation (9) to these attributes. The difficulty value for this action is 1 with a relative importance value of 17.69% and 18.65%, respectively. The satisfaction position recorded a score of 4.26 for Studio Toha, 3.80 for Studio ONE, and 4.20 for Studio Bali United. Continuous maintenance of the thematic elements of the studio is necessary to increase appeal and maintain the quality of service.

Appearance of Crew Wearing Health Protocols

Customers appreciate compliance with health protocols, including crew members who wear uniforms with good hygiene standards. Ensuring that the entire crew complies with these standards will continue to increase customer trust and security. This attribute has an importance value of 4.08, which indicates that customers value this attribute as very important. The SERVQUAL score was positive for Studio Toha (0.15), Studio ONE (0.02), and Studio Bali United (0.17), indicating that customers felt that the health protocols in the studio were adequate. Nevertheless, the company still needs to make further improvements by paying attention to the sterilization of the building after use. Some actions that can be taken to maintain this attribute are to provide "uniform facilities" that have a strong correlation (9) with "Prokes attributes". The difficulty level of this action is 2, with a relative importance value of 3.41%. The other two actions, namely "Employee communication" and "Provision of criticism and suggestion boxes", have a moderate correlation (3). The difficulty levels for these two actions were 3 and 2, respectively, with relative importance values of 10.66% and 14.39%. Studio satisfaction positions are 4.23 for Studio Toha, 4.10 for Studio ONE, and 4.25 for Studio Bali united.

Spacious Parking

This attribute has an importance level of 4.00 which indicates that customers value it very important. The wide availability of parking is also a concern for customers, although this aspect has been well fulfilled by Studio Toha. Upgraded parking facilities can be complemented by more directional signs or more structured arrangements to provide a better experience. SERVQUAL's score indicates positive results for Studio Toha (0.73), and Studio Bali United (0.60), but negative for Studio ONE (-0.20). Actions that can be taken to maintain and improve this attribute are "Provision of criticism and suggestion boxes" that have a moderate correlation (3). The difficulty level of this action is 2, with a relative importance value of 14.39%. The satisfaction position of Studio Toha 4.73, Studio ONE 3.80 and Studio Bali United 4.60.

Crew Friendliness and Ready to Help

This attribute has an importance level of 4.00. Crew friendliness is the key to customer satisfaction, especially when it comes to helping customers during their use of studio facilities. Continuous training in communication skills will ensure that the crew can serve customers better and be friendly. Actions that can be taken to improve this attribute are "Employee Communication Skills" which have a strong correlation (9). The difficulty level of this action is 3, with a relative importance value of 10.66%. In addition, the provision of a box of criticisms and suggestions is also important, with a moderate correlation (3), which allows the company to receive input for continuous improvement. The difficulty level of this action is 2, with a relative importance value of 14.39%. The studio's position map is as follows, with a score of 4.10 for Studio Toha, 3.95 for Studio ONE and 4.00 for Studio Bali United.

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Proposal to Improve Service Quality

The proposals that can be given to the company so that it can be applied so that it helps in improving or improving the quality of service to customers are as follows:

Table 8. Proposed Improvements

No.	Form of Service	Implementation	Proposal
1.	Strong and sturdy lamp hanging ridging	Maintenance Facility	Always on hand
		Studio care system	Each finish is used
2.	Presence of silencers and soundproofing	Maintenance Facility	Always on hand
		Studio care system	Each finish is used
3.	Security security available 24 hours	Employee recruitment	High-quality employees
		Employee communication skills	Excellent
		Availability of critique and suggestion boxes	In every location
4.	Crew who are always on standby in the Lobby room	Employee recruitment	High-quality employees
		Employee communication skills	Excellent
		Availability of critique and suggestion boxes	In every location
5.	Timeliness of the provision of a studio place	Studio care system	Each finish is used
		Availability of critique and suggestion boxes	In every location
6.	Cold room air conditioning	Maintenance Facility	Always on hand
		Studio care system	Each finish is used
		Cooperation with other companies	Coordinated
7.	Maintenance Facility Studio care system	Maintenance Facility	Always on hand
		Studio care system	Each finish is used
8.	Clean and comfortable waiting room	Cleaning Officer	Always on hand
		Security Officer	Always on standby
		Availability of critique and suggestion boxes	In every location
9.	Toilets that are always clean and dry	Cleaning Officer	Always on hand
		Toilet Facilities in the studio	Satisfying users
		Availability of critique and suggestion boxes	In every location
10.	Thematic studios	Maintenance Facility	Always on hand
		Studio Nurse System	Each finish is used
11.	Appearance of the crew wearing Prokes (masks and Faceshields, and Disinfectants)	Maintenance Facility	Always on hand
		Studio Nurse System	Each finish is used
		Availability of critique and suggestion boxes	In every location
12.	Ample parking	Availability of critique and suggestion boxes	In every location
13.	Crew friendliness and always ready to help	Maintenance Facility	Always on hand
		Availability of critique and suggestion boxes	In every location

CONCLUSIONS

Based on the results of the questionnaire that has been distributed, it shows that all respondents have experience using Studio Toha, with attributes such as 24-hour security, cold studio air conditioning, and toilet cleanliness considered very important. The results of the validity test showed that all the tested attributes were valid ($r > 0.361$) with a value of Cronbac's Alpha of 0.804, which means that this instrument can be relied upon to measure the level of customer satisfaction with these attributes. The attributes of 24-hour safety and cold studio air conditioning showed the highest positive SERVQUAL scores (0.30 and 0.21), while attributes such as crew standing *by* in the *lobby* and the timeliness of studio provision had low scores (0.03 and 0.07). This analysis shows that these attributes can be improved to better meet customer expectations. Some key attributes such as safety, cleanliness, and

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comfort, supported by facility maintenance measures, employee training, and the provision of critique and suggestion boxes, require continuous improvement in facility maintenance and staff training to maintain and improve customer satisfaction at Toha Studio.

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