

ANALYSIS OF SERVICE QUALITY ON CUSTOMER SATISFACTION WITH SERVQUAL AND KANO MODEL IN CONVENIENCE STORE XYZ SURABAYA



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Abstract

Convenience Store XYZ Surabaya is located in the city center and commercial area, so it has high customer potential. However, this branch received a low rating of 2,5 out of 5, lower than other branches in Surabaya. Based on these problems, an improvement in service quality is carried out to customer satisfaction using the Service Quality method and the Kano Model. This study aims to determine the quality of service to customer satisfaction and provide suggestions for improvements to improve the quality of service of Convenience Store XYZ Surabaya. The results of the analysis using Service Quality show that the quality of service is 0,78, which means that the service has not met customer expectations. Through Kano Model analysis, service attributes are classified into Must Be, One Dimensional, Attractive, and Indifferent categories. The results of the analysis of the two methods show that there are 11 attributes that need to be maintained and 9 attributes that must be improved. There are several suggestions for improvements that can improve service quality at Convenience Store XYZ Surabaya such as menu innovation, employee responsiveness, employee behavior, and environmental cleanliness.

Keywords: Customer Satisfaction, Convenience Store, Kano Model, Service Quality, Servqual

INTRODUCTION

The retail industry sector's development is very rapid, encouraging the emergence of various new businesses, both on a small, medium, and large scale. In increasingly competitive conditions, service is an important element that cannot be ignored by companies. As customer needs and expectations increase, service now functions not only as a supporting activity but as a key factor in creating competitive advantage (Rahmah et al., 2024). Good service quality can shape positive customer perceptions, create satisfaction, and ultimately increase loyalty. However, there is often a gap between customer expectations and the reality of the services received (Rakhmalina & Marsih, 2022; Fadwa et al, 2022).

In Indonesia, the modern retail industry, especially minimarkets or convenience stores, has experienced significant growth in recent years. Amidst the rise of competitors, some convenience stores have started to add value, such as seating areas or café services to improve shopping convenience. Nonetheless, customer complaints on service quality remain a relevant issue, especially in terms of service speed, employee attitude, and environmental comfort (Stifanie & Nurhadi, 2025).

As for one of the well-known Convenience Store outlets in downtown Surabaya that experienced customer complaints about the quality of service namely Convenience Store XYZ. Convenience Store XYZ has a total of 112 reviews; most customers give a rating of 1 star (56 reviews), followed by 5 stars (28 reviews). The total score calculated is 281, resulting in an average rating of 2.5 out of 5 (Table 1). This data indicates a relatively low level of customer satisfaction at the outlet. The main complaints include slow service, lack of staff friendliness, inconsistent product quality, and an uncomfortable environment. While this online review data provides a useful baseline, it is worth noting the potential for bias, so direct observation was conducted to strengthen the research.

Table 1.

Google Maps Review Data Rating Details Convenience Store XYZ Surabaya

Star	Total Reviews	Calculation Reviews
1	56	56
2	10	20
3	7	21
4	11	44
5	28	140
Totals	112	281
Star Average		2,5

Source: Google Maps, 2025

Based on these conditions, research was conducted to analyze service quality on customer satisfaction at Convenience Store XYZ using the Service Quality method and the Kano Model. The Service Quality method is used to measure the gap between customer expectations and perceptions through five dimensions, namely Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Meanwhile, the Kano Model is used to classify service attributes based on their influence on customer satisfaction, which consists of the Must-Be, One-Dimensional, Attractive, Indifferent, Questionable, and Reverse categories

(Prasetyo & Sulistiyowati, 2022). The combination of these two methods has not been widely applied simultaneously in minimarket service studies in Indonesia, thus providing added value and new contributions to the retail service management literature. In addition, the results of this study are expected to be used as evaluation material to improve service quality and customer satisfaction in the convenience store concerned.

REVIEW OF LITERATURE

Service Quality

Service quality is a measure of how the services provided by the company can meet or exceed customer expectations. Service quality is very important for companies, because it can directly affect the company's image. In addition, service quality is used as a level of customer satisfaction, which is obtained from a comparison between the service received by consumers and the expected service. This quality includes various aspects such as reliability, responsiveness, assurance, empathy, and physical evidence received by customers during the service process (Safitri et al., 2024). According to Lupiyoandi in Cesariana et al., (2022), service quality is influenced by two main factors, namely customer perceptions of the service received (perceived service) and the service expected by customers (expected service). Thus, good service quality can be seen from how appropriate the service provided is to customer expectations. If the service does not match or is lower than expected, a gap (service gap) will appear, which can make customers feel less satisfied.

Customer Satisfaction

The definition of satisfaction comes from Latin, namely '*satis*' which means sufficient or adequate, and *facio*, which means to do or create (Putra, 2021). Satisfaction can be defined as an emotional response in the form of a sense of pleasure or disappointment that arises after someone compares expectations with the reality of the performance of a product or service. When performance is lower than expectations, dissatisfaction arises. Conversely, if the performance is as expected, the customer is satisfied, and if the performance exceeds expectations, the customer will feel very satisfied or even happy (Sasongko, 2021; Anggraeni & A'yuni, 2023). In the business world, satisfying consumer needs is not only important for the survival of the company, but also increases competitive advantage. Satisfied consumers tend to make repeat purchases when the same need arises. Some factors affect customer satisfaction, such as product quality, service quality, emotional, price, and cost. According to Ramdan et al., (2022) customer satisfaction can be measured by:

1. Suggestion and Complaint System, by giving customers space to submit criticisms, suggestions, and complaints.
2. Ghost Shopping, by using people who pretend to be customers to assess services and observe weaknesses.
3. Lost Customer Analysis, by contacting customers who stopped buying to find out why they switched to a competitor.
4. Customer Satisfaction Surveys, by collecting direct responses from customers as a form of evaluation and concern for the company.

Servqual Method

Servqual is an approach used to measure and analyze service quality based on the difference between customer expectations and their perceptions of the services received (Nugroho & Suparto, 2021). In this implementation, customers are asked to rate their

expectations of the service to be provided, and then compare it with their experience after getting the service. In addition, there are five dimensions to the Servqual method, including:

1. Tangibles, physical aspects such as facilities, equipment, and staff appearance that create an impression of service quality
2. Reliability, the ability to provide accurate and promised services
3. Responsiveness, readiness, and speed in responding to customer requests or complaints
4. Empathy, attention, and understanding of individual customer needs and desires
5. Assurance, the knowledge and attitude of staff who provide a sense of security and trust to customers (Ramadhan & Razali, 2022).

According to Wijaya in Hartono et al., (2015), in this method, the service quality of each dimension can be calculated using the following formula:

$$Q = P - E \dots\dots\dots(1)$$

- Q = Quality of Service
- P = Perceived Service
- E = Expected Service

For example, if a customer rates his expectations of service speed at 6 and his perception is 4, then the Servqual score is -2, which indicates a negative gap or dissatisfaction. Then to find out the overall level of service quality can be calculated by the following formula:

$$Q = \frac{P}{E} \dots\dots\dots(2)$$

- Q = Servqual gap for the attributes
- P = Average customer perception
- E = Average customer expectation

The Servqual method has several advantages, such as ease of use, broad dimensional coverage, and its ability to systematically identify gaps between customer expectations and perceptions. However, this method also has limitations, including its subjective nature because it depends on individual perceptions, dependence on expectations that can change, and potential overlap between dimensions that can be confusing in analysis. To overcome the limitations of the Servqual method, this research combines it with other approaches, such as the Kano Model, to obtain a more comprehensive and in-depth understanding of service quality from the customer's perspective.

Kano Model Method

The Kano model method is a method used to measure customer satisfaction by categorizing product or service attributes based on how well the product or service meets customer needs and expectations. This concept was introduced by Dr. Noriaki Kano in the 1980s. In its application, this method utilizes questionnaires to gather information from customers, which is then used to classify product or service attributes into categories. These categories are useful for companies in setting improvement priorities on aspects that customers consider most valuable (Maligan et al., 2024).

According to Soetaryo & Lawalata (2021) in analyzing customer satisfaction with the Kano Model, attributes are divided into several categories:

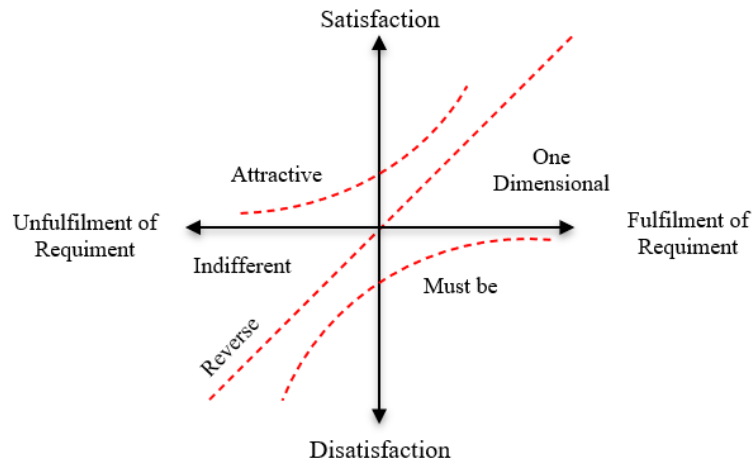


Figure 1
Kano Model Chart

1. Must Be (M), Basic attributes that must exist. If it is not met, the customer will be very disappointed, but if it is met, it is only considered a natural thing.
2. One Dimensional (O), Attributes that are directly proportional to satisfaction. The better the performance, the more satisfied the customer, and vice versa.
3. Attractive (A), Attributes that are not expected, but if present will provide high satisfaction. If not present, the customer is not disappointed.
4. Indifferent (I), Attributes whose presence does not affect customer satisfaction.
5. Reverse (R), Attributes that actually make customers dissatisfied if present, but more satisfied if not available.
6. Questionable (Q), Attributes with inconsistent responses due to vagueness or misunderstanding by customers.

After knowing the Kano Model category, the next step is to determine the weight of the Kano Model. According to Pratiwi (2021), the weight of the Kano Model for each attribute is quantified with the provisions of the Attractive category weight of 4, the weight for the One Dimensional category of 2, the Must-Be category of 1 and Indifferent of 0. Reverse and Questionable attributes are not included in the weights because they do not provide information that can be used effectively for service or product improvement planning.

Adjust Importance

According to Saputri & Mulyanto (2024), Adjusted Importance is a calculation method used to show how important a service attribute is by considering two main factors, namely the Service Quality gap and the weight of the Kano Model. In this calculation, the gap value between customer expectations and perceptions is adjusted to the weight of the Kano Model category, which shows how much influence an attribute has on customer satisfaction. The adjustment importance calculation formula follows:

$$Adjusted\ Importance = Gap\ Service\ Quality \times Kano\ Model\ Weight.....(3)$$

RESEARCH METHOD

This research uses a quantitative approach with descriptive analytical method which aims to determine the quality of service to customer satisfaction and provide suggestions for improvements to services at Convenience Store XYZ located in Surabaya, East Java. The research was conducted from February 2025 until all data was collected. This location was chosen because it is in a downtown area that has a high volume of customers, but shows a number of service complaints based on online reviews. The data collection techniques used were primary data and secondary data. Primary data was obtained through distributing Servqual and Kano Model questionnaires to customers of Convenience Store XYZ Surabaya, while secondary data was collected from books, journals, and customer reviews from digital platforms. The questionnaire is structured based on identifying the attributes of each Service Quality dimension (Tangibles, Reliability, Responsiveness, Assurance, and Empathy) according to customer complaints at Convenience Store XYZ Surabaya. Each dimension consists of four attributes, so there are a total of 20 attributes compiled based on previous studies, field observations, and informal interviews with customers. All questions used a 5-point Likert scale, ranging from strongly disagree to strongly agree.

The sampling technique was carried out using a non-probability sampling method with a purposive sampling approach, which only involved customers who had bought food or drinks at Convenience Store XYZ Surabaya. Because the population size is not known with certainty, the determination of the sample size uses the Lemeshow formula with a confidence level of 95% ($Z = 1.96$), a margin of error of 10% ($d = 0.1$), and an estimated proportion of respondents of 50% ($p = 0.5$), so that a minimum sample size of 97 respondents is obtained (Caniago & Rustanto, 2022). Before mass distribution, the questionnaire was tested on 20 respondents to ensure clarity and consistency of questions. The validity test was carried out with Pearson Product-Moment correlation, while reliability was tested using the r table value with a minimum threshold of $r > 0.202$. Furthermore, the results of the Servqual and Kano Model analysis were compared to determine the priority of service attribute improvements in a more targeted manner.

Table 2.

Service Quality Attributes on Customer Satisfaction in the Servqual Questionnaire		
Dimension	Attribute	Ket.
Tangible	T1	Comfort and cleanliness at Convenience Store XYZ Surabaya
	T2	Cleanliness and neatness of the appearance of employees at the Convenience Store XYZ Surabaya
	T3	Ease of payment (cash/debit/credit card)
	T4	Available supporting facilities and service facilities (wifi, toilet, no smoking area, musholla)
	T5	Providing special menus
Reliability	R1	Speed in service and presentation
	R2	Conformity of orders with customer requests
	R3	Consistency of taste and quality of food or drink is always the same

Dimension	Attribute	Ket.
Responsiveness	R4	Timely operating hours
	RES1	Employee speed in handling customer complaints
	RES2	Employee speed in processing payment transactions
	RES3	The speed of employees in cleaning and preparing tables for the next customer
Assurance	A1	Security in payment transactions
	A2	No errors during the payment process
	A3	Availability of food and beverage safety certifications or standards
	A4	Compensation to customers for mistakes made by employees
Empathy	E1	Employees are polite and friendly to customers
	E2	Accept and respond to criticism or suggestions from customers
	E3	Providing services without distinguishing the social status of customers
	E4	The sincerity of employees in prioritizing customer interests

Source: Secondary Research Data, 2025

Table 3.
Service Quality Attributes on Customer Satisfaction in the Kano Model Questionnaire

Dimension	Attribute	Ket.	
		Functional	Disfunctional
Tangible	T1	Comfort and cleanliness at Convenience Store XYZ Surabaya	Lack of comfort and cleanliness at Convenience Store XYZ Surabaya
	T2	Cleanliness and neatness of the appearance of employees at the Convenience Store XYZ Surabaya	Lack of cleanliness and neatness of employee appearance at Convenience Store XYZ Surabaya
	T3	Ease of payment (cash/debit/credit card)	Difficulty in payment (cash/debit/credit card)
	T4	Available supporting facilities and service facilities (wifi, toilet, no smoking area, musholla)	Not available supporting facilities and service facilities (wifi, toilets, no smoking area, prayer room)
	T5	Providing special menus	Does not provide a special menu
Reliability	R1	Speed in service and presentation	Lack of speed in service and presentation

Dimension	Attribute	Ket.	
		Functional	Disfunctional
	R2	Conformity of orders with customer requests	Mismatch of orders with customer requests
	R3	Consistency of taste and quality of food or drink is always the same	Consistency of taste and quality of food or drink is not the same
	R4	Timely operating hours	Operating hours that are not on time
Responsiveness	RES1	Employee speed in handling customer complaints	Lack of employee response in handling customer complaints
	RES2	Employee speed in processing payment transactions	Employees take a long time in processing payment transactions
	RES3	Speed of employees in cleaning and preparing tables for the next customer	Employee response is not fast enough in cleaning and preparing the table for the next customer
Assurance	A1	Security in payment transactions	Lack of security in payment transactions
	A2	No errors during the payment process	Mistakes occur during the payment process
	A3	Availability of food and beverage safety certifications or standards	No certification or food and beverage safety standards
	A4	Compensation to customers for mistakes made by employees	No compensation to customers for mistakes made by employees
Empathy	E1	Employees are polite and friendly to customers	Employees are not polite and friendly to customers
	E2	Accept and respond to criticism or suggestions from customers	Unwilling to accept and respond to criticism or suggestions from customers
	E3	Providing services without distinguishing the social status of customers	Provide different services according to the social status of customers
	E4	The sincerity of employees in prioritizing customer interests	Employees do not care about customers' interests

Source: Secondary Research Data, 2025

RESULTS AND DISCUSSION

Based on the service attributes to be measured, data processing begins with measuring validity and reliability tests. After the data is declared valid and reliable, it is continued with the application of the Servqual method and the Kano Model.

Validity Test

The validity test was conducted on all questionnaire items for Service Quality (perceptions and expectations) and the Kano Model (functional and dysfunctional). A questionnaire item is considered valid if the calculated r value is greater than r table. In this study, the r table value is determined based on the degree of freedom ($df = 97 - 2 = 95$) with a significance level of 5% ($\alpha = 0.05$), which results in an r table value of 0.202.

Table 4
Validity Test of Service Quality Questionnaire

Dimension	Attribute	Perception			Expectation		
		Rcount	Rtable	Result	Rcount	Rtable	Result
Tangible	T1	0,207	0,202	Valid	0,422	0,202	Valid
	T2	0,565	0,202	Valid	0,791	0,202	Valid
	T3	0,506	0,202	Valid	0,752	0,202	Valid
	T4	0,430	0,202	Valid	0,773	0,202	Valid
	T5	0,497	0,202	Valid	0,354	0,202	Valid
Reliability	R1	0,211	0,202	Valid	0,364	0,202	Valid
	R2	0,405	0,202	Valid	0,698	0,202	Valid
	R3	0,302	0,202	Valid	0,399	0,202	Valid
	R4	0,522	0,202	Valid	0,716	0,202	Valid
Responsiveness	RES1	0,407	0,202	Valid	0,752	0,202	Valid
	RES2	0,344	0,202	Valid	0,820	0,202	Valid
	RES3	0,275	0,202	Valid	0,527	0,202	Valid
Assurance	A1	0,500	0,202	Valid	0,758	0,202	Valid
	A2	0,553	0,202	Valid	0,706	0,202	Valid
	A3	0,376	0,202	Valid	0,624	0,202	Valid
	A4	0,284	0,202	Valid	0,736	0,202	Valid
Empathy	E1	0,296	0,202	Valid	0,369	0,202	Valid
	E2	0,337	0,202	Valid	0,641	0,202	Valid
	E3	0,311	0,202	Valid	0,747	0,202	Valid
	E4	0,550	0,202	Valid	0,836	0,202	Valid

Source: Data processed with SPSS, 2025

Table 4 shows the validity test results for the five dimensions of service quality, each with a perception and expectation attribute, all of which have a calculated r value greater than r table and are therefore declared valid.

Table 5
Kano Model Questionnaire Validity Test

Dimension	Attribute	Functional			Dysfunctional		
		Rcount	Rtable	Result	Rcount	Rtable	Result
Tangible	T1	0,545	0,202	Valid	0,787	0,202	Valid
	T2	0,461	0,202	Valid	0,800	0,202	Valid

Dimension	Attribute	Functional			Disfunctional		
		Rcount	Rtable	Result	Rcount	Rtable	Result
Reliability	T3	0,604	0,202	Valid	0,747	0,202	Valid
	T4	0,455	0,202	Valid	0,758	0,202	Valid
	T5	0,442	0,202	Valid	0,456	0,202	Valid
	R1	0,571	0,202	Valid	0,773	0,202	Valid
	R2	0,594	0,202	Valid	0,698	0,202	Valid
Responsiveness	RES1	0,525	0,202	Valid	0,755	0,202	Valid
	RES2	0,650	0,202	Valid	0,816	0,202	Valid
	RES3	0,662	0,202	Valid	0,779	0,202	Valid
Assurance	A1	0,609	0,202	Valid	0,783	0,202	Valid
	A2	0,586	0,202	Valid	0,888	0,202	Valid
	A3	0,620	0,202	Valid	0,771	0,202	Valid
	A4	0,562	0,202	Valid	0,778	0,202	Valid
Empathy	E1	0,643	0,202	Valid	0,866	0,202	Valid
	E2	0,649	0,202	Valid	0,783	0,202	Valid
	E3	0,668	0,202	Valid	0,774	0,202	Valid
	E4	0,414	0,202	Valid	0,814	0,202	Valid

Source: Data processed with SPSS, 2025

Table 5 shows the validity test results for the five dimensions of service quality, each with a functional and dysfunctional attribute, all of which have a calculated r value greater than r table and are therefore declared valid.

Reliability Test

Reliability tests were carried out on all the results of the Service Quality (perceptions and expectations) and Kano Model (functional and dysfunctional) questionnaires that had been filled in by respondents.

Table 6
Reliability Test of Questionnaire

Questionnaire	Variable	Cronbach's Alpha	Rtable	Result
Service Quality	Perception	0,689	0,202	Reliable
	Expectations	0,925	0,202	Reliable
Kano Model	Functional	0,890	0,202	Reliable
	Dysfunctional	0,963	0,202	Reliable

Source: Data processed with SPSS, 2025

Table 6 shows that the results of the Service Quality and Kano Model questionnaires obtained a Cronbach's Alpha value greater than r table, so the data is declared reliable.

Service Quality Method

The following are the results of the Servqual calculation based on the results of the Service Quality questionnaire (perceptions and expectations) can be seen in Table 7 below:

Table 7
Gap Calculation Results for Each Attribute

Attribute	Average Perception (P)	Average Expectation (E)	Gap (P-E)	Rank
T1	2,45	4,46	-2,01	4
T2	3,72	3,72	0	10
T3	3,97	3,82	0,14	18
T4	3,82	3,78	0,04	14
T5	2,28	4,19	-1,91	5
R1	3,23	4,66	-1,43	8
R2	2,03	3,86	-1,82	7
R3	1,76	4,31	-2,55	2
R4	3,87	3,82	0,04	15
RES1	2,58	3,76	-1,19	9
RES2	3,74	3,74	0	11
RES3	1,79	4,27	-2,47	3
A1	4,03	3,90	0,13	17
A2	3,91	3,91	0	12
A3	4,00	3,76	0,24	19
A4	3,69	3,69	0	13
E1	1,71	4,49	-2,78	1
E2	2,13	4,00	-1,87	6
E3	4,20	3,91	0,29	20
E4	3,98	3,90	0,08	16

Source: Data Processed by Researcher, 2025

Table 7 shows the gap value of all attributes of each dimension. The results obtained are 11 attributes (T2, RES2, A2, A4, T4, R4, E4, A1, T3, A3, and E3) worth a positive gap and 9 attributes (E1, R3, RES3, T1, T5, E2, R2, R1, and RES1) worth a negative gap. This shows that there are 11 attributes that have met customer expectations, while 9 attributes need to be improved because they have not met the expectations of Convenience Store XYZ Surabaya customers.

Table 8
Gap Calculation Results for Each Dimension

No.	Dimension	Average Perception (P)	Average Expectation (E)	Gap (P-E)	Rank
1	Tangible	3,25	4,00	-0,75	4
2	Reliability	2,72	4,16	-1,44	1
3	Responsiveness	2,70	3,92	-1,22	2
4	Assurance	3,91	3,81	0,09	5
5	Empathy	3,01	4,07	-1,07	3
Average		3,12	3,99	-0,88	

Source: Data Processed by Researcher, 2025

Table 8 shows that the Reliability dimension has the highest gap of -1.44, indicating that the service has not been reliable according to customer expectations. Responsiveness

and Empathy also show a large negative gap, namely -1.22 and -1.07, indicating that employee response and attention are still lacking. The Tangible dimension has a gap of -0.75, indicating that physical facilities have not fully met expectations. Meanwhile, Assurance shows a positive gap of 0.09, which means customers feel safe and trust the service. Overall, the average gap of -0.88 indicates that the XYZ Surabaya Convenience Store service has not fully met customer expectations.

After calculating the gap and ranking of each attribute, an assessment of service quality per dimension is carried out.

Table 9
Service Quality Score

No.	Dimension	Average Perception	Average Expectation	Score (Q = P / E)
1	Tangible	3,25	4,00	0,81
2	Reliability	2,72	4,16	0,65
3	Responsiveness	2,70	3,92	0,69
4	Assurance	3,91	3,81	1,02
5	Empathy	3,01	4,07	0,74
	Average	3,12	3,99	0,78

Source: Data Processed by Researcher, 2025

Table 9 shows that the Reliability dimension of service quality has the lowest score of 0,65. This shows that customers feel that the services received have not been consistently reliable, such as the lack of speed in service is likely to be the main cause of this low score. Therefore, there needs to be special attention to improving the quality of operational procedures so that services are more consistent and can be trusted by customers. In the Responsiveness dimension, the score obtained is 0,69. This score is also low and indicates that customers consider employee responses in responding to customer requests or complaints to be slow or less alert.

In the Empathy dimension, the score obtained is 0,74. This value shows that personal interactions such as individual attention to customers, understanding of special needs, and friendly attitudes are still considered inadequate. Meanwhile, the Tangible dimension obtained a score of 0,81. This shows that physical aspects such as store comfort and cleanliness, complete facilities, and visual appearance still need to be improved to better match customer expectations. Although the gap is not too large, improvements in visual aspects can contribute to the convenience and impression of convenience store professionalism. Then the Assurance dimension obtained the highest score of 1,02. This shows a positive indication that customers feel very confident in the knowledge and ability of employees to provide assurance and a sense of security while making purchases.

Overall, service quality has an average perception of 3,12 and expectations of 3,99 and produces an average service quality score (Q) of 0,78. According to Surya et al., (2020) if the Q value ≥ 1 , then the service quality can be said to be good. However, the quality of service at Convenience Store XYZ is $Q (0.78) \leq 1$, which means that in general the services provided have not fully met customer expectations. The quality of the Assurance dimension is the only aspect that exceeds customer expectations, while the other four dimensions are still below the standard expectations. These results can be a reference for prioritizing service quality improvements, especially in the aspects of Reliability and Responsiveness.

Kano Model Method

After obtaining the gap value of all service quality attributes, the next step is to group these attributes using the Kano Model method. The initial stage in the Kano Model analysis begins with recapitulating data from the questionnaire, both for functional and dysfunctional questions, based on respondents' answers. Then determine the grade and weight of the Kano Model according to Table 10.

Table 10
Determination of Grade and Weight of the Kano Model

Attribute	Kano Model Category						Total	Grade Kano Model	Kano Weight
	M	O	A	I	R	Q			
T1	27	9	15	41	4	1	97	M	1
T2	18	7	25	45	1	1	97	A	4
T3	9	12	28	44	2	2	97	A	4
T4	9	6	36	42	3	1	97	A	4
T5	6	2	41	47	0	1	97	A	4
R1	24	8	19	39	4	3	97	M	1
R2	26	7	17	43	2	2	97	M	1
R3	21	9	20	42	4	1	97	M	1
R4	9	9	19	58	0	2	97	I	0
RES1	24	8	23	38	2	2	97	M	1
RES2	13	25	24	31	2	2	97	O	2
RES3	10	24	22	33	6	2	97	O	2
A1	26	15	20	33	2	1	97	M	1
A2	17	20	15	41	2	2	97	O	2
A3	30	13	10	41	1	2	97	M	1
A4	10	8	18	57	1	3	97	I	0
E1	25	13	12	42	4	1	97	M	1
E2	16	12	24	42	2	1	97	A	4
E3	25	14	20	35	2	1	97	M	1
E4	21	16	19	38	3	0	97	M	1

Source: Data Processed by Researcher, 2025

Based on Table 10 shows that there are 10 attributes included in Grade Must Be. Grade M has a weight of 1, meaning that this category is a basic attribute that must be fulfilled so that services can meet customer expectations. Grade One Dimensional consists of 3 attributes. Grade O has a weight of 2, meaning that attributes need to be maintained in order to increase customer satisfaction. Grade Attractive consists of 5 attributes. Grade A has a weight of 4, meaning that the attribute has a high potential to provide added value in meeting customer satisfaction if the service is fulfilled. Grade Indifferent consists of 2 attributes. At Grade I, the attribute has a weight of 0, which means that the presence or absence of the attribute does not have a significant effect on customer satisfaction at Convenience Store XYZ Surabaya.

Integration of the Servqual Method and the Kano Model

After obtaining the Service Quality gap and the Kano Model weight value, the next step is to calculate the adjusted importance value. The following is an example of calculating adjusted importance on the T1 attribute according to the results of Table 7 and Table 10:

$$\text{Adjusted Importance} = \text{Gap Service Quality} \times \text{Kano Model Weight} = -2,01 \times 1 = -2,01$$

Table 11

Adjusted Importance Results

Attribute	Gap Value Attributes	Kano Model		Adjust Importance
		Grade	Weight	
T1	-2,01	M	1	-2,01
T2	0	A	4	0
T3	0,14	A	4	0,58
T4	0,04	A	4	0,16
T5	-1,91	A	4	-7,63
R1	-1,43	M	1	-1,43
R2	-1,82	M	1	-1,82
R3	-2,55	M	1	-2,55
R4	0,04	I	0	0
RES1	-1,19	M	1	-1,19
RES2	0	O	2	0
RES3	-2,47	O	2	-4,95
A1	0,13	M	1	0,13
A2	0	O	2	0
A3	0,24	M	1	0,24
A4	0	I	0	0
E1	-2,77	M	1	-2,77
E2	-1,87	A	4	-7,46
E3	0,29	M	1	0,29
E4	0,08	M	1	0,08

Source: Data Processed by Researcher, 2025

Based on Table 11, it shows that there are 11 attributes consisting of T2, R4, RES2, A2, A4, E4, A1, T4, A3, E3, and T3 which are included in the attributes need to be maintained to meet customer satisfaction. In addition, there are 9 attributes consisting of T5, E2, RES3, E1, R3, T1, R2, R1, and RES1 that need to be prioritized in improving or improving service quality. This is because the negative Service Quality gap results indicate that customers feel these attributes have not met expectations. In addition, the negative adjusted importance value indicates that these attributes have a negative impact on customer satisfaction at Convenience Store XYZ Surabaya.

Proposed Improvement Attributes

Table 12
Proposed Improvement Attributes

Attribute	Statement	Proposed Improvement
T5	Provide special menus	Add special menu variations that change every certain period and adjust to trends or customer demand. Currently, the matcha trend is quite popular with the public, so it is recommended to add menu variations made from matcha such as matcha ice cream, not only in beverage products. In addition, during holidays such as Ramadan, a special menu can be added in the form of drinks made from dates.
E2	Receiving and responding to criticism or suggestions from customers	Provide easily accessible complaint media such as feedback forms, suggestion boxes, or digital channels (WhatsApp, email, applications), so that customers can submit complaints quickly and be handled immediately.
RES3	Speed of employees in cleaning and preparing the table for the next customer	Increase the number of employees dedicated as cleaners (at least one person) and a small board with an invitation to maintain cleanliness so that customers also contribute to creating a comfortable environment.
E1	Employees are polite and friendly to customers	Implement a work culture that emphasizes the behavior of smiles, greetings, politeness, and courtesy consistently in every service activity to provide the best quality of service and increase customer satisfaction.
R3	Consistency of taste and quality of food or drink is always the same	Develop standardized recipes and serving processes so that all employees follow the same guidelines, so that taste and quality remain consistent.
T1	Comfort and cleanliness at Convenience Store XYZ Surabaya	Increase the number of employees or cleaners (at least one person) to maintain the cleanliness of every corner of the room, especially on the floor, tables, toilets, and windows.
R2	The suitability of the order with the customer's request	Implement a double-check procedure by cashier employees before handing over orders to customers.
R1	Speed in service and presentation	Separate roles between employees who take orders and those who prepare food or drinks to minimize communication errors in serving. Each cashier is manned by one employee so that customers are not confused and queues do not accumulate.
RES1	The speed of employees in handling customer complaints	Routinely conduct service training (at least once a month) for employees to improve communication skills, empathy, and responsiveness of employees to be more alert and professional in handling customer complaints.

Source: Data Processed by Researcher, 2025

CONCLUSION

Analysis of service quality using the Servqual method shows that the Q score is 0.78, which indicates that the service at Convenience Store XYZ Surabaya has not fully met customer expectations and satisfaction. This result reflects a gap that needs to be improved, especially in the Reliability dimension, which has the lowest score compared to other dimensions. Meanwhile, analysis with the Kano Model identifies that most of the 10 service attributes fall into the Must Be category, which are basic attributes that must be met so that customers do not feel disappointed. In addition, there are 3 attributes in the One Dimensional category, 5 attributes in the Attractive category, and 2 attributes that are Indifferent.

Based on the combination of the two methods, obtained 11 attributes (T2, R4, RES2, A2, A4, E4, A1, T4, A3, E3, T3) whose performance is appropriate and needs to be maintained, and 9 attributes (T5, E2, RES3, E1, R3, T1, R2, R1, RES1) that need to be improved. The proposed improvements that can improve service quality at Convenience Store XYZ Surabaya such as menu innovation, employee responsiveness, employee behavior, and environmental cleanliness. The recommendation for Convenience Store XYZ Surabaya is to routinely serve customer satisfaction and improve service quality in the reliability dimension.

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