

# Service Quality Development of Optical Retailer at Shopping Mall in the Pandemic COVID-19 (A Case Study of Optical Store in Indonesia)

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**Abstract**— The Pandemic of COVID-19 that hit the world hit sales performance in the optical retail sector. This makes management have to adapt to the changes that occur. One of them is to improve service in accordance with customer expectations. The analysis was carried out by internal and external methods. The internal method uses a fishbone diagram while the external method uses Servqual analysis and Importance Performance Matrix. The research method is carried out by observation, literacy studies, Focus Group Discussions, and surveys to 100 respondents who are optical customers. The results showed that customer segmentation, reduced operating hours, incentive schemes, and many customers switching to online sales were the main causes of declining sales. The Empathy dimension has the biggest gap and the priority for service improvement is product price, order lens manufacturing process, product quality, and product warranty service.

**Keywords**— Fishbone Diagram, Importance Performance Analysis, Service Development, Service Quality (Servqual).

## I. INTRODUCTION

The COVID-19 pandemic in Indonesia which has been ongoing since March 2019 has hit the economic sector in Indonesia. The impacts on the economic sector due to the COVID-19 pandemic in Indonesia include layoffs, the occurrence of PMI Manufacturing Indonesia, a decrease in imports, an increase in prices (inflation), and losses in the tourism sector which led to a decrease in occupancy (Fakhrul & Ririn, 2020). The Ministry of Manpower (Kemenaker) noted that until July 31, 2020, the number of workers who were laid off (PHK) or laid off reached more than 3.5 million (<https://money.kompas.com/read>).

Small and medium enterprises (MSMEs) are at the forefront of the economic shocks caused by the COVID-19 pandemic. Lockdown measures have brought economic activity to a sudden halt, with demand falling and disrupting supply chains around the world (Thana, 2020). The Covid-19 pandemic has also caused a decline in purchasing power in the community (Musniasih & Rohmiati, 2020). This also creates anxiety for all levels of society. This not only affects a person's physical condition but also affects the psychological condition of the community.

The pandemic disease affects people's psychology broadly and massively, starting from the way of thinking in understanding information about health and illness, changes in emotions (fear, worry, anxiety), and social behavior (avoidance, stigmatization, healthy behavior). In addition, the psychological pandemic creates

prejudice, and discrimination out of groups that have the potential to cause hatred and social conflict (Zalukhu, 2021).

The condition of the COVID-19 corona pandemic, which was followed by the application of social distancing, gave rise to new consumer behavior (Iranita, 2020).

The results of research conducted by Cholilawati and Dewi Suliyanthini (2020) showed that there was a change in consumer behavior, namely a decrease in consumer activities in seeking information related to goods and services by visiting locations during the COVID-19 pandemic. Likewise, consumer behavior in buying goods/services is carried out by visiting traditional markets or the nearest minimarket when the COVID-19 pandemic decreases. Online shopping is currently the main choice for some consumers in shopping to maintain physical contact between individuals (Salsabila, 2021).

According to Rumondang (2020), there are four changes in consumer behavior that occurred during the Covid-19 pandemic, namely: 1) Consumers tend to focus on price, 2) Consumer shopping patterns focus on certain products, 3) Consumers from various generations choose online shopping, 4) Consumers shop collectively. With this change in consumer behavior, business actors or companies will also adjust the tastes desired by consumers so that they will change various policy directions (Rohma, A., 2020).

## PERTUMBUHAN PRODUK DOMESTIK BRUTO (PDB) 2014–2020 (persen)

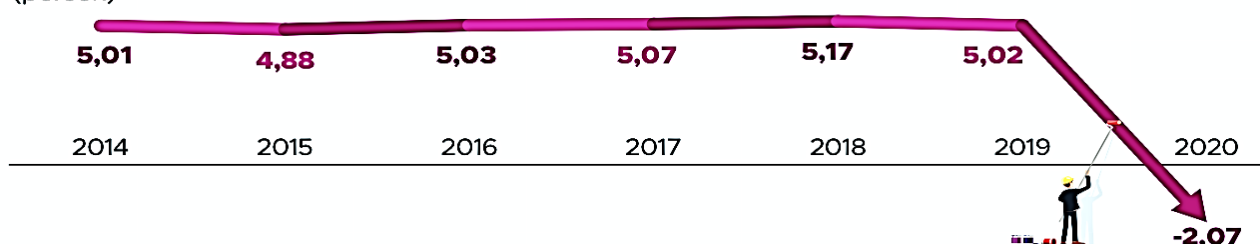


Figure 1: Indonesia's Annual Economic Growth (Source: <https://www.bps.go.id/pressrelease>)

To prevent transmission in Jakarta, the Governor on April 9, 2020, issued Governor Regulation Number 33 of 2020 concerning the Implementation of Large-Scale Social Restrictions (PSBB) in Handling Corona Virus Disease 2019 (Covid-19) in the Province of the Special Capital Region of Jakarta. Article 13 paragraph 2 reads "Managers of public places or facilities are obliged to temporarily close public places or facilities for residents' activities during the implementation of PSBB". Then followed by the Decree of the Governor of DKI No. 380 of 2020 concerning the Implementation of Large-Scale Social Restrictions in Handling Corona Virus Disease 2019 (Covid-19) in the Province of the Special Capital Region. The first part stipulates the implementation of PSBB for 14 days, namely April 10 to April 23, 2020. Which was then extended by 28 days starting from April 24 to May 22, 2020. Then it was then extended again from May 23 to June 4, 2020. Then continued with PSBB Transition. Data from the Indonesian Shopping Center Tenants Association (Hippindo) shows that the decline in mall visitors in Jakarta has reached 50% (<https://finance.detik.com/berita-ekonomi-bisnis>). The period of strict PSBB enforcement by the Jakarta provincial government in April and May is the darkest thing in the retail industry operating in shopping malls because they have to close and cannot operate. This has

caused many retailers to suffer severe losses and not a few have closed their shops in some of these malls. To survive, optical retail reduces operational costs, one of which is by reducing the number of employees and still trying to create sales by selling online and offline (Simbolon, 2020).

The same thing is also experienced by one branch of the largest optical chain stores in Indonesia. branch located at Mall Kelapa Gading III North Jakarta, which is the object of the author's research. During the PSBB period, Kelapa Gading Mall was closed and re-opened during the transitional PSBB with shortened operating hours to minimize the spread of Covid-19. The operational hours of Optik Tunggal Mall Kelapa Gading branch follow the operating hours set by the Mall management as stated in the rental agreement. The management of Kelapa Gading Mall in determining its operating hours follows the DKI Jakarta governor's decree related to the pandemic conditions that occurred. The decrease in operating hours and the reduction in the capacity of visitors entering malls and shops have caused the monthly sales target of the optical store throughout 2020 to not be achieved. For more details, see the image below:

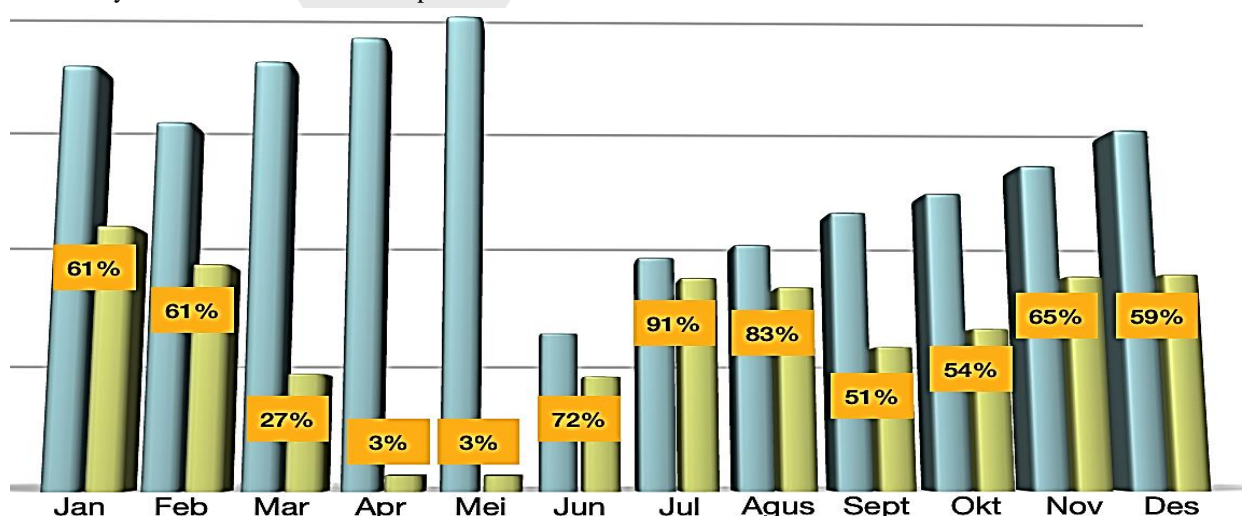


Figure 2: The Achievement Target of Kelapa Gading Mall Branch from One of Indonesia's Largest Optical Chains Store in 2020

Figure 2 shows that throughout 2020, the optical store's branch did not reach the target every month. In January only reached 61%, February 61%, March 27%, April 3%, May 3%. Even though in June 2020 the management had adjusted the sales target due to the COVID-19 pandemic situation, the target was still not achieved. June only reached 72%, July 91%, August 83%, September 51%, October 54%, November 65%, and December 59%.

## II. LITERATURE STUDY

### *Service Quality*

Kotler P. & K. L. Keller (2016), define quality as the overall characteristics and characteristics of service products that support the ability to satisfy needs. The definition emphasizes customer focus. According to Tjiptono (2000), Quality is a dynamic condition associated with products and services, people, processes, and the environment that meet or exceed expectations. Quality has become a strategic goal and competitive priority in the modern economy and is certainly a key weapon in the battle to conquer new markets. It is also very important to ensure customer satisfaction, especially about ensuring high quality at an affordable price. In addition, it is important to balance the alignment of interests, not only between producers and consumers but all interested parties (Buntak, et al, 2012). According to Nasution (2014), service quality is the expected level of excellence and control over the level of excellence to meet customer desires. The development and improvement of service quality can be done when the current performance conditions are known (Anita, 2015).

### *Customer Satisfaction*

Service quality directly has a positive and significant effect on customer satisfaction and customer loyalty (Novianti et al, 2018). The progress of a company is influenced by the company's ability to serve its customers. The services that the company provides must pay attention to the quality standards provided to customers and even have to exceed the expectations expected by customers so that customer satisfaction can be obtained easily by the company because it can make customers survive using the company's services (Heni & Nisa, 2018). Every increase in product quality through increased performance, reliability, suitability, and durability, can encourage increased customer satisfaction, both individually and collectively (Razak, 2019).

### *Cause-and-effect Diagram (Fishbone)*

An Ishikawa diagram (also known as a fishbone diagram, or cause-and-effect matrix) is a diagram that

shows the causes of a specific event. This diagram was first introduced by Kaoru Ishikawa in 1968. Cause and Effect Analysis was originally developed as a quality control tool, such as product design and quality defect prevention, to identify potential factors that cause an overall effect. Each cause is a source of variation of the phenomena studied (Coccia, 2018). The benefit of using a Cause-and-Effect Diagram is that it helps determine the root cause; encourages group participation; uses an organized and easy-to-read format; indicates possible causes of variation; improves process knowledge; identifies areas to collect data (Liliana, 2016).

### *Servqual Analysis Method*

Control over the level of excellence of the services provided is an important thing to maintain good value from the customer's point of view which can be assessed through the level of customer satisfaction. The quality of services received by customers can be interpreted as the difference between the expectations or desires of customers and their perceptions of the service received (Wilujeng, et al, 2019). Parasuraman et al. in Ulkhaq (2017) says servqual is a method of measuring service quality that compares the expectations/expectations expected by a customer with the performance (perceived) of a service. The criteria that are considered in evaluating service quality are the responses made by consumers (Sutawidjaya, 2011). Passuraman in Widyarto (2018) explains the quality dimension to measure how service quality consists of Physical Evidence (tangibles), Reliability, Responsiveness, Assurance, Empathy.

## III RESEARCH METHODOLOGY

### *Types of research*

The type of research used in this research is descriptive qualitative research. Qualitative research is a type of research whose findings are not obtained through statistical procedures or other forms of calculation and aims to reveal the symptoms in a holistic-contextual way through collecting data from natural settings by using the researcher himself as a key instrument. Qualitative research is descriptive and tends to use analysis with an inductive approach (Sugiarto, 2015).

The design of this research is descriptive exploratory through Fishbone Analysis, Servqual and Importance Performance Analysis (IPA) methods, namely research conducted by collecting data related to the problem being studied, then processed and analyzed so that it can provide a real picture of the object being studied objectively. and provide solutions to these problems. To test the validity and reliability, the author uses SPSS statistical software version 25.

### Research Operational Variables

According to Sugiyono (2016), operational variables are anything in the form of anything determined by the researcher to be studied so that information is obtained about it, then conclusions are drawn. The research variable in this study is the quality of service at the Mall

Kelapa Gading branch optical store. While the dimensions of service quality in this study use the Servqual dimension. There are five dimensions of Servqual proposed by Parasuraman, namely Tangible, Reliability, Responsiveness, Assurance, and Empathy. (Harto, 2015).

**Table 1:** Operational Table of Research Variables

Variable	Dimension	Variant	Indicator
Service Quality	Tangible	1	Store appearance is clean and tidy
		2	Staff appearance is clean & neat
		3	Health facilities (hand sanitizer, sink, tissue, etc.) are available
	Realibility	4	Good quality of eye exams equipment
		5	Staff expertise in technical terms is good
		6	Promosi yang ditawarkan menarik
		7	The price of the product offered is competitive
		8	Order lens manufacturing process is fast
	Responsiveness	9	The staff is always ready to welcome and greet incoming customers
		10	The staff is always responsive to follow up the customer request
		11	The staff is always to be ready when customer need
	Assurance	12	The quality product good and macth the offer
		13	Has warranty coverage of product
		14	Performing health procedures according to health standards
	Emphaty	15	The staff behaves politely and when communicating with customer
		16	The staff always handle any customer complaints quickly
		17	The staff always provide solutions to customer care

### IV. ANALYSIS

This study uses internal analysis using fishbone diagrams and external analysis using service quality analysis (servqual).

#### Fishbone Diagram Analysis

Based on the focus group discussion conducted with the entire crew on duty at Optik Tunggal Mall Kelapa

Gading branch, it can be seen that several problems occurred related to the decrease in turnover. From the results of the brainstorming, it was found that the priority causes of the decline in turnover were the factors; customer segmentation, incentive schemes, reduced operating hours, and many customers are switching to online.



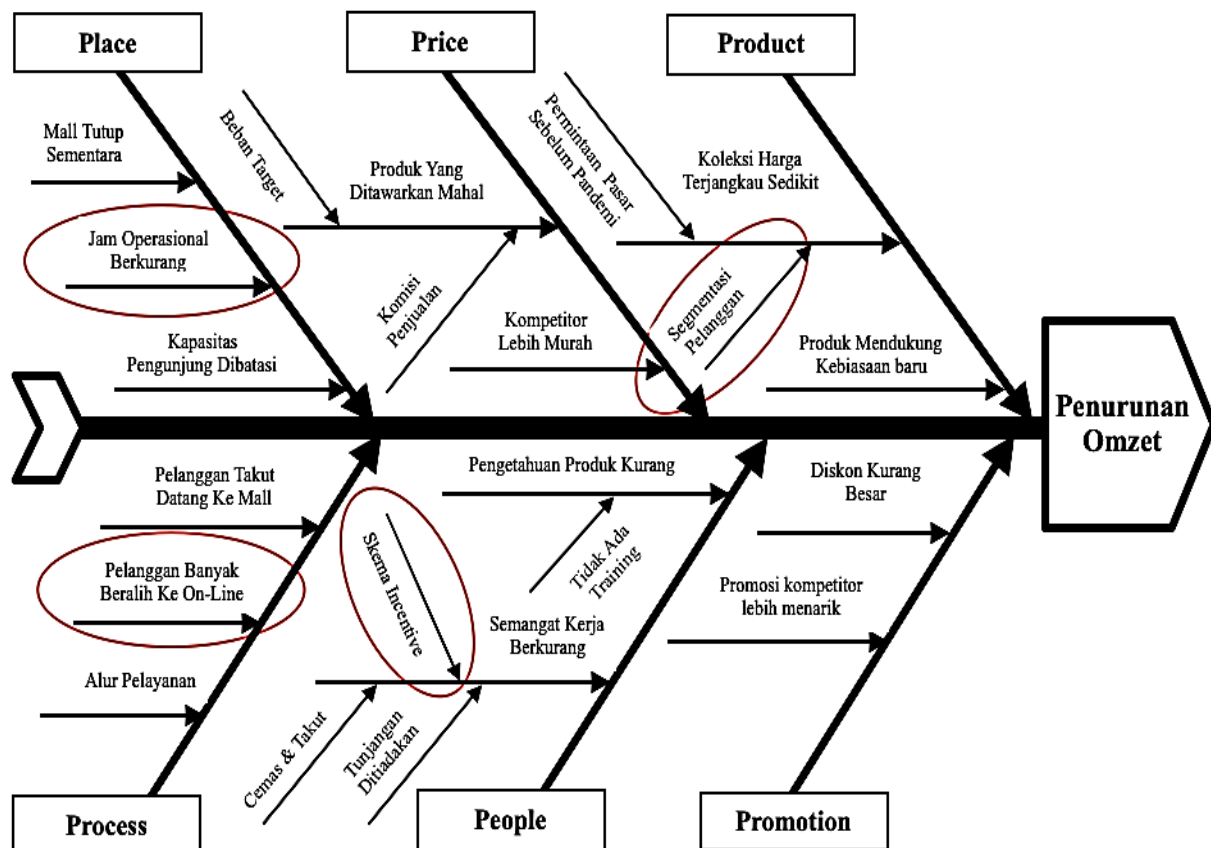


Figure 3: Fishbone Diagram of Sales Decrease of the Optical Store's Branch

### Customer Segmentation

The company adapts to the economic situation during the pandemic by serving all customer segments (Market Share) so as not to be abandoned by customers who have decreased purchasing power and get new customers from the middle to lower segmentation.

### Reduced Operating Hours

Glasses are a special necessity that is urgent and important. This is because people cannot work or do activities properly when vision is not optimal. Therefore, the need for glasses cannot be postponed even though the situation is in a pandemic. In other words, the demand for vision aids persists.

The company makes a ball pick-up service to the customer's house. Setting up a call center that can be contacted every day, preparing a vehicle unit and a set of portable inspection tools as well as equipment that can carry a collection of glasses and payment instruments.

### Incentive Scheme

Change the incentive scheme to product commissions. All products sold receive a commission so that the staff is enthusiastic about selling and does not suppress sales

to premium products only, but all products are still offered according to the customer's purchasing ability. In order to maintain the margin, the commission percentage can be studied with careful calculations.

### Many Customers Switch to On-Line

Add online sales facilities on the company's website and can also use the existing marketplace to market products. For lens products, it can't be done entirely with online sales, because eye examinations and other steps must be carried out.

However, the sales process can be done online. For the eye examination process that requires meeting directly with the customer, Optik Tunggal provides mobile optical facilities to the customer's home.

### Servqual Analysis

This study uses item analysis techniques with trials on all respondents as many as 100 respondents with an error tolerance level of 5%.

It was found that the  $r$  table was 0.197, then correlated the item scores with the total score. If the question item has a Pearson correlation  $r$  count 0.197 then the item is declared valid.

**Table 2: Customer Expectation & Perception Validity Test Results**

Dimension	Variant	Expectation			Perception		
		r Count	r Tabel	Result	r Count	r Tabel	Result
Tangible	1	0,541	0,197	Valid	0,788	0,197	Valid
	2	0,482	0,197	Valid	0,783	0,197	Valid
	3	0,593	0,197	Valid	0,734	0,197	Valid
Realibility	4	0,735	0,197	Valid	0,686	0,197	Valid
	5	0,699	0,197	Valid	0,716	0,197	Valid
	6	0,678	0,197	Valid	0,794	0,197	Valid
	7	0,733	0,197	Valid	0,732	0,197	Valid
	8	0,671	0,197	Valid	0,824	0,197	Valid
Responsiveness	9	0,632	0,197	Valid	0,763	0,197	Valid
	10	0,627	0,197	Valid	0,779	0,197	Valid
	11	0,588	0,197	Valid	0,790	0,197	Valid
Assurance	12	0,605	0,197	Valid	0,730	0,197	Valid
	13	0,604	0,197	Valid	0,735	0,197	Valid
	14	0,599	0,197	Valid	0,661	0,197	Valid
Emphaty	15	0,628	0,197	Valid	0,706	0,197	Valid
	16	0,612	0,197	Valid	0,744	0,197	Valid
	17	0,612	0,197	Valid	0,721	0,197	Valid

This study uses item analysis techniques with trials on all respondents as many as 100 respondents with an error tolerance level of 5%. It was found that the r table was 0.197, then correlated the item scores with the total score. If the question item has a Pearson correlation r-count 0.197 then the item is declared valid. From the

calculations in the table on the customer expectations questionnaire where the value of  $r_{xy}$  is compared with the r-table, it is obtained that the calculated r-value is greater than r table so that it can be concluded that each item of the statement above is declared valid.

**Table 3: Customer Expectation & Perception Reliability Test Results**

Declaration	Dimension	Cronbach Value	Result
Expectation	Tangible	0,754	Reliable
	Reliability		
	Responsiveness		
	Assurance		
	Emphaty		
Perception	Tangible	0,765	Reliable
	Reliability		
	Responsiveness		
	Assurance		
	Emphaty		

Based on the reliability test of 100 respondents, all question items in each of these variables can be said to be reliable or accurate because the Cronbach alpha value is  $> 0.6$  (Wiratna Sujerweni, 2014). From table 4.7 it is

found that the Cronbach Alfa value on the Hope questionnaire is 0.754 and the Satisfaction questionnaire is 0.765 so that the questionnaire can be used in research.

**Table 4:** Customer Assessment of Expectation and Performances

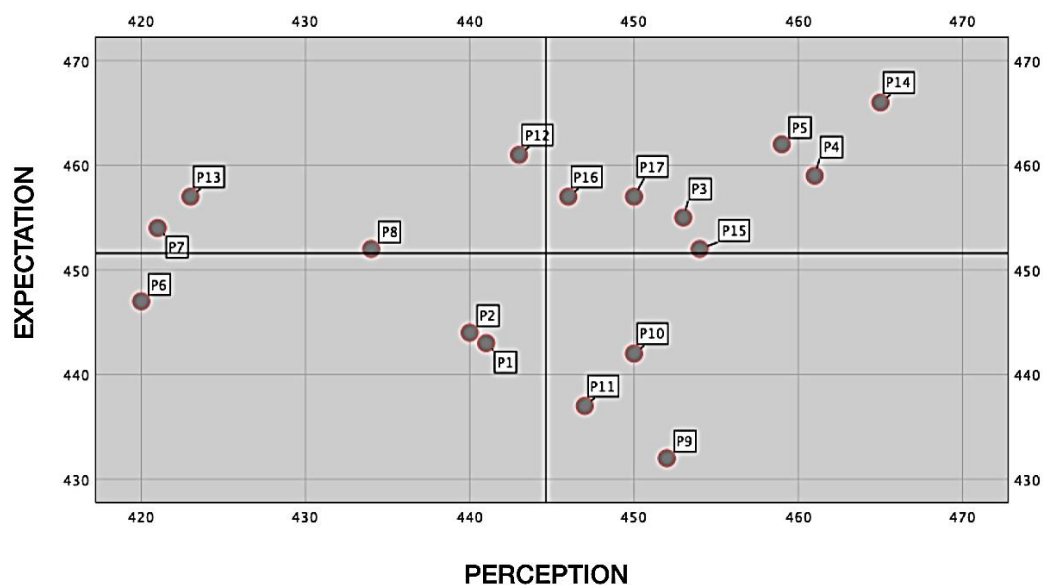
No	Indicator	Expectation	Perception	Result	Dimension Gap	Total Gap
1	Store appearance is clean and tidy	4,43	4,41	-0,02	-0,03	-0,06
2	Staff appearance is clean & neat	4,44	4,40	-0,04		
3	Health facilities (hand sanitizer, sink, tissue, etc.) are available	4,55	4,53	-0,02		
4	Good quality of eye exams equipment	4,59	4,61	0,02	-0,16	
5	Staff expertise in technical terms is good	4,62	4,59	-0,03		
6	Promosi yang ditawarkan menarik	4,47	4,20	-0,27		
7	The price of the product offered is competitive	4,54	4,21	-0,33		
8	Order lens manufacturing process is fast	4,52	4,34	-0,18		
9	The staff is always ready to welcome and greet incoming customers	4,32	4,52	0,20	0,13	
10	The staff is always responsive to follow up the customer request	4,42	4,50	0,08		
11	The staff is always to be ready when customer need	4,37	4,47	0,10		
12	The quality product good and match the offer	4,61	4,43	-0,18	-0,18	
13	Has warranty coverage of product	4,57	4,23	-0,34		
14	Performing health procedures according to health standards	4,66	4,65	-0,01		
15	The staff behaves politely and when communicating with customer	4,52	4,54	0,02	-0,05	
16	The staff always handle any customer complaints quickly	4,57	4,46	-0,11		
17	The staff always provide solutions to customer care	4,57	4,50	-0,07		

The Assurance dimension has the largest average gap of -0.18, followed by the Reliability dimension -0.16, then the Empathy dimension -0.05 and the Tangible dimension -0, 03. The Responsiveness dimension has

exceeded customer expectations, which is +0.13. The total Gap between Customer Expectation & Satisfaction is -0.06.

**Table 5:** Mapping of factors that affect customer satisfaction

No	Indicator	Expectation X	Perception Y
1	Store appearance is clean and tidy	4,43	4,41
2	Staff appearance is clean & neat	4,44	4,40
3	Health facilities (hand sanitizer, sink, tissue, etc.) are available	4,55	4,53
4	Good quality of eye exams equipment	4,59	4,61
5	Staff expertise in technical terms is good	4,62	4,59
6	Promosi yang ditawarkan menarik	4,47	4,20
7	The price of the product offered is competitive	4,54	4,21
8	Order lens manufacturing process is fast	4,52	4,34
9	The staff is always ready to welcome and greet incoming customers	4,32	4,52
10	The staff is always responsive to follow up the customer request	4,42	4,50
11	The staff is always to be ready when customer need	4,37	4,47
12	The quality product good and match the offer	4,61	4,43
13	Has warranty coverage of product	4,57	4,23
14	Performing health procedures according to health standards	4,66	4,65
15	The staff behaves politely and when communicating with customer	4,52	4,54
16	The staff always handle any customer complaints quickly	4,57	4,46
17	The staff always provide solutions to customer care	4,57	4,50



**Figure 4:** Cartesian Diagram of Priority Development of Optical Retailer Service Quality



**a) Quadrant A**

This quadrant shows the things that are the main priority for immediate improvement by the management of optical store, because in reality it is considered not in accordance with the expectations of customers. Included in this quadrant are: 1) The price of the product offered is competitive (P7), 2) The process of making fast-order lenses (P8), 3) The quality of the product is good and in accordance with what is offered (P12), 4) Has warranty service for the product (P13).

**b) Quadrant B**

This quadrant shows things that are considered important, and have been successfully implemented by the management of optical store in accordance with the expectations of customers, so they need to be maintained. Included in this quadrant are: 1) Health facilities (Hand sanitizer, washbasin, tissue, etc.) are available (P3), 2) Quality eye examination equipment is good (P4), 3) Staff expertise in technical terms is good (P5), 4) Carry out health procedures according to health standards (P14), 5) Staff behave politely and courteously when communicating with customers (P15), 6) Staff always handles customer complaints quickly Existence of an adequate number of waiters and cashiers in serving consumers (P16), 7) Staff always provide solutions to problems experienced by customers (P17).

**c) Quadrant C**

In this quadrant, it shows things that are still considered less important for optical store customers and in practice are considered normal or sufficient. Included in this quadrant are: 1) The store display is clean and tidy (P1), 2) The staff display is clean & tidy (P2), 3) The promotions offered are attractive (P6).

**d) Quadrant D**

In this quadrant, it shows things that are considered excessive by optical store customers, because they think that these things are not too important, but in practice, they have been carried out well. Included in this quadrant are: 1) Staff is always ready to welcome and greet incoming customers (P9), 2) Staff is quite responsive in following up on customer requests (P10) 3) Always willing to attend if needed or requested by customers (P11).

**V CONCLUSION**

Through data analysis and discussion of the results of data processing in this study regarding customer satisfaction with the aim of developing the quality of Single Optics services during the Covid-19 pandemic, several conclusions were obtained.

1. By using a cause-and-effect analysis tool (fishbone diagram) it can be seen that the dominant causes and effects that cause transaction failures that cause a decrease in turnover at Optik Tunggal Mall Kelapa Gading branch are customer segmentation, reduced operating hours, incentive schemes, and many customers switch to On-line.
2. By using the Servqual analysis tool, namely by distributing questionnaires to 100 customers of Optik Tunggal Mall Kelapa Gading branch, it was found that the Empathy dimension has the largest average gap of -0.18, then followed by the dimension of Reliability (reliability) -0.15, then the dimension Guarantee & certainty (assurance) -0.04 and dimensions of physical evidence (tangible) -0.02. The Responsiveness dimension has exceeded customer expectations, which is +0.13.
3. By using the Importance Performance Analysis (Cartesius Diagram) analysis tool, it was found that the service priorities that must be developed by the management of Single Optics are the variants of competitive product prices (P7), Fast order lens manufacturing process (P8), Good product quality and according to what is offered (P12), Have warranty service for the product (P13). As for the things that are considered important by customers, and have been successfully implemented by the management of Optik Tunggal in accordance with the expectations of customers, so that it needs to be maintained is that health facilities (Hand sanitizer, washbasin, tissue, etc.) are available (P3), good quality eye examination tools (P4), Staff skills in technical terms are good (P5), Carry out health prokes according to health standards (P14), Staff behaves politely and courteously when communicating with customers (P15), Staff always handles every customer complaint quickly Existence of a number of waiters and adequate cashier in serving consumers (P16), Staff always provide solutions to problems experienced by customers (P17).

**RECOMMENDATION**

**Recommendation for Companies**

After the research and discussion were carried out by the author on Mall Kelapa Gading branch optical store regarding the development of service quality, the authors tried to provide suggestions that might be useful for companies in the future such as:

1. The company created a new incentive scheme during the Covid-19 pandemic that allows staff to get a commission every month so that it can increase staff motivation and enthusiasm at work as

well as compensation for the elimination of several benefits that were previously obtained before the pandemic. Incentive schemes should also not make premium lenses a condition for achieving targets, so that staff does not offer premium products to all customers.

2. The company makes a feature on the optical store web that allows customers to make transactions online. Another thing is to cooperate with several marketplaces that have a good reputation to market products online, also open a telephone number (hotline), and form a call center team as another channel for customers to transact.
3. The company adds and develops collections for the group 1 price range (>1,500,000), so there is an attractive choice for customers who want glasses at affordable prices.
4. The company carries out online training on service standards and provides rewards and awards for staff who have good service performance.
5. Improved the lens order ordering system on-line lens ordering that allows ordering lenses from the lab branch in real-time, as well as improving the delivery system for goods to and from the lab, so that the lens production process can be faster.

#### **Recommendation for Further Research**

From the results of the research conclusions, it can be put forward suggestions for follow up by academics for further research:

1. Further researchers should be able to add service quality indicators according to the situation and condition of the object of research so that a more thorough analysis can be carried out on all aspects that can affect customer satisfaction.
2. Further researchers should increase the number of respondents so that the significance of the research data is higher and describes the actual situation in the field.
3. This research was conducted during the COVID-19 pandemic, so further research is needed when the pandemic conditions are over so that the research results are more actual.

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