INTEGRATED APPROACH OF QFD MATRIX, SERVQUAL AND KANO MODELS FOR HUMAN RESOURCES ANALYSIS IN NON STAR HOTEL SERVICE QUALITY

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ABSTRACT

The hotel industry, especially non-star hotels, is experiencing the development of very tight competition where consumers prioritize service quality in addition to very low prices, which demands the readiness of their human resources. Identify and analyze matters that need to be considered by lodging managers regarding consumer perceptions of the quality of lodging services for service improvement and increasing the readiness of its human resources. This research uses an integrated approach from the QFD Matrix, Servqual and the Kano Model to find out what things (WHATs) are the main problems of consumer complaints and how (HOWs) overcome these consumer complain its focusing on the human resource aspect. There were 16 service attributes from the results of interviews with consumers and brainstorming with inn managers which were then analyzed using the Servqual and Kano Model, it turned out that 10 service attributes did not meet the level of customer expectations and became the WHATs submatrix in QFD. The largest Level of Interest and Percentage of Interest in the HOW sub-matrix (above 10%) is on human resource issues so that service quality improvements are focused on these matters. The research is limited to the case of one of the cheap lodgings as well as limitations on interviews with respondents and hotel managers who are determined randomly. Analysis of service quality was carried out on all service attributes from the results of interviews, but the discussion was only discussed on service attributes that had the highest interest percentage above 10% in the aspect of human resources. Research on human resource aspects of service quality in the hospitality industry by integrating the QFD Matrix, Servqual and Kano Models.

Keywords: QFD; WHATs; HOWs; Servqual; Kano

INTRODUCTION

In direct proportion to the hotel industry, lodging services are also experiencing difficulties in developing their business during the Covid-19 pandemic, due to the Government's Implementation of Restricting Community Activities (PPKM) since early 2020 to deal with the Covid-19 pandemic in Indonesia. Apart from that, the people from the lower middle class who are the most affected are the majority of lodging service users (non-star hotels) because consumers usually choose accommodation that is cheap but without forgetting good service quality.

As Indonesia's economic condition improves after the Covid-19 pandemic, many new lodgings have appeared in various places, thus adding to the intense competition, each inn is required to be able to satisfy its customers. Therefore the lodging service industry must focus on customer satisfaction and avoid dissatisfied consumers and one of the spearheads to provide satisfaction to consumers is the readiness of its human resources.

Based on preliminary observations, it was found that the lack of knowledge and skills of inn employees in providing service quality was indicated by the number of customer complaints caused by the fact that most of the inn employees did not have a hospitality education background.

Based on the above, the authors conducted a study to analyze the role of human resource management on service quality in lodging services using the Quality Function Deployment (QFD) matrix approach which was integrated with the Service Quality (SERVQUAL) and Kano models. Research integrating QFD, SERVQUAL and Kano which focuses on aspects of human resources has not been widely discussed in previous studies on service quality, especially for lodging services.

Quality Function Deployment (QFD), SERVQUAL and Kano Model

(Maritan, 2015) concluded that QFD is a creative tool. To find out the different desires of customers from one another in various aspects. This aspect directs product or service providers to develop products or services into several different aspects. QFD is the practice of designing a process in response to customer needs. QFD tries to translate what the customer needs into what the company produces. This is done by involving customers in the product (including service) development process as early as possible. Thus QFD enables a company to prioritize customer needs, find innovative responses to those needs and improve processes to achieve maximum effectiveness. The QFD technique assists in defining units of measurement and provides a framework for evaluating trade-offs among various combinations of design features. The essence of QFD is a large matrix that connects what the customer wants (WHATs) and how a product/service will be designed/planned and produced/delivered to meet the customer's wishes (HOWs).

The SERVQUAL method is a method used to measure service quality from the attributes of each dimension, so that a gap value will be obtained which is the difference between consumer perceptions of services that have been received and expectations of those that will be received. The measurement of this method is by measuring the quality of service from the attributes of each dimension, so that a gap value will be obtained which is the difference between the consumer's perception of the service received and the consumer's expectation of the service to be received. However, in general there is no uniform boundary regarding the concept of SERVQUA. (Ford et al., 2012) said that the hospitality service industry consists of companies that offer lodging services including food and beverage services. In the hospitality service business, it is a fact that service quality and service value are not determined by the service provider because service quality is determined entirely by the inn's guests. SERVQUAL is a multi-item scale measurement model intended to measure the expectations and perceptions received by customers, and the gaps that exist in the service quality model (including hospitality services).

(Coleman, 2012) concludes that the Kano Model sees customer service and value/benefits to customers through pleasant service. Pleasant service means exceeding customer expectations by anticipating the present by resolving customer complaints that occur and anticipating them in the future.

From the statements of the experts above and in a review of some of the literature the authors found that the Kano Model has several limitations because it can only classify attributes, but cannot quantify attribute performance values and does not provide explanations about what things drive or shape customer perceptions, why certain attributes are important to customers, and what is the intent of that customer behavior. Given the limitations of the existing Kano Model, integrating it into SERVQUAL can help to prioritize which service attribute gaps to focus on first to address. The whole process of developing service attributes can be further improved if periodic measurements can be applied systematically into pragmatic steps of improvement. This is where the role of QFD is needed.

Research on Quality of Service in Hospitality / Lodging Services

Much literature from previous research states that service quality in the service sector, especially hospitality is determined by customer satisfaction, as stated by (Gunawan et al., 2022) (Lukmandono, 2021), (Harnjo et al., 2021), (Nugroho et al., 2020), (Sinaga & Sulistyowati, 2018) and (Islam, 2020). What is more concrete stated by (Shah et al., 2018) which states that the role of service quality and customer satisfaction in company performance in the hospitality industry is determined by the attributes of service quality, namely tangible, reliability, responsiveness, assurance, and empathy have a significant effect on customer satisfaction which will increase customer loyalty and ultimately affect the hospitality industry as a whole. general. Meanwhile (Ofosu-Boateng & Acquaye, 2020) states that service quality and customer satisfaction have a significant positive relationship with customer loyalty. Thus the hotel industry must remain consistent in providing quality services by continuing to strive to meet customer expectations.

Many research results state that human resource management practices have a significant impact on service organization performance, quality service delivery, and customer satisfaction as stated by (Alreahi et al., 2023), (Bambale, 2017), (Betts, 2020), (Choochote & Chochiang, 2015), (Costa et al., 2021), (Dhar & Singh, 2021), (Firliandini & Ahman, 2022), (Jaisinghani & Jariwala, 2022), (Kaushal & Srivastava, 2020), , (Khdour, 2021), (Madera et al., 2017), (Miah & Hafit, 2019), (Kumar et al., 2016), (Palguna, 2021), (Papademetriou et al., 2022), (Pham et al., 2019), (Susanto et al., 2022), (Triatmanto et al., 2019), (Tulsi & Ji, 2020) and (VO et al., 2020).

Further, (Silva & Martins, 2016) in his research found empirical evidence of HRM practices carried out in order to improve employee professionalism and the quality of hotel services provided to customers, where if employees have carried out HRM functions and activities properly then it will increase the quality of hotel services while increasing employee loyalty, then (Khassawneh & Mohammad, 2021), states that practical managerial implications are not only to determine the quality of service that must be provided to customers but also to improve the management of human resources. There are several problems with decreasing service quality, but in general human resource management is actually able to improve service quality. In terms of providing human resources in an organization (Rakhmat Kabul et al., 2021) states that the provision and development of human resources or intellectual capital is a central issue in every organization to improve its performance so that the organization can meet customer needs and can meet market demands in achieving targets in organizational plans. Which ensures the continuity of the organization while adding a competitive advantage to the progress of the business.

RESEARCH METHOD

The methodology in this study uses the QFD Matrix approach integrated with the SERVQUAL and Kano models. The research begins with determining the service attributes that will be used in research, after which it is processed with SERVQUAL and the Kano Model to obtain service attributes that have not met the level of customer expectations. These service attributes will be included in the WHATs sub-matrix in the QFD matrix. Then a HOWs sub matrix is formed in the QFD which contains the steps or actions to be carried out and implemented by the accommodation to answer/improve the attributes of the customer needs (WHATs). To determine the order of priority for the implementation of service characteristics that must be met in relation to the demands and expectations of customers, the importance level of HOWs is calculated. Then after obtaining the level of importance for each HOWs, then the percentage of interest in the HOWs can be calculated.

RESULTS AND DISCUSSION

1. From the results of direct interviews with lodging service users and brainstorming with the operational manager of the inn, 16 service attributes were obtained that would be used in conducting the research questionnaire. The sixteen service attributes are:
   1) Availability of room facilities (bed, cupboard, table, chair, bathroom).
   2) Availability of public facilities (toilets, Wifi, TV).
   3) Availability of toiletries (soap and towels).
   4) Availability of ample parking space.
   5) Comfortable room layout.
   6) Comfortable atmosphere (safety, cleanliness, and lighting).
   7) Attractive discounted prices.
   8) Offer special packages.
   9) Affordable room rates.
   10) The location of the inn is strategic.
   11) Employees are always there when needed.
   12) Employees are polite, friendly and proficient in serving.
   13) Speed in payment services.

14) Ease of check-in and check-out.
15) Ease of submitting complaints.
16) Speed in handling complaints.

2. These service attributes are then processed using the Kano method, the results of which are as shown in Table 1:

Table 1
Calculation of Customer Satisfaction Score

No	Attributes	Level of Interest	Level of Satisfaction	Level of Expectations	Customer Satisfaction Score	Category Kano
1	Availability of room facilities (bed, cupboard, table, chair, bathroom)	4.694	4.333	4.185	0.695	One Dimensional
2	Availability of public facilities (toilets, Wifi, TV)	4.056	3.046	3.315	-1.091	Attractive
3	Availability of toiletries (soap and towels)	3.926	3.065	3.824	-2.980	Attractive
4	Availability of ample parking space	3.667	4.009	3.574	1.595	One Dimensional
5	Comfortable room layout	3.787	3.880	3.519	1.367	Must Be
6	Comfortable atmosphere (safety, cleanliness, and lighting)	4.037	3.630	4.287	-2.652	One Dimensional
7	Attractive discounts	3.676	3.398	3.630	-0.853	Attractive
8	Offer special packages	3.407	4.019	3.343	2.303	Attractive
9	Affordable room rates	4.583	4.370	4.352	0.082	One Dimensional
10	Strategic location of the inn	4.352	3.917	3.667	1.088	Must Be
11	Employees are always there when needed	4.185	3.944	4.722	-3.256	One Dimensional
12	Employees are polite, friendly and nimble in serving	4.444	3.926	4.796	-3.866	One Dimensional
13	Speed in payment service	4.639	3.935	4.630	-3.224	One Dimensional
14	Ease of check-in and check-out	4.583	3.870	4.565	-3.185	Must Be
15	Ease of submitting complaints	4.519	4.019	4.472	-2.047	Must Be
16	Speed in handling complaints	4.685	3.722	4.630	-4.254	One Dimensional

Information :

- Must Be: the basic criteria that must exist, if these basic requirements do not exist, are not fulfilled or are lacking, the consumer will feel very dissatisfied
- One Dimensional: consumer satisfaction is proportional to the level of fulfillment of consumer needs, where the higher the level of fulfillment of consumer needs, the higher the degree of consumer satisfaction and vice versa
- Attractive: criteria that have the greatest influence on customer satisfaction if given, this is not required to exist and is also not expected by consumers, meaning that fulfillment of these requirements will lead to a very high increase in customer satisfaction and vice versa

From the calculation of the customer satisfaction score, it can be seen that of the 16 service attributes above, only 6 service attributes have a positive score that meets the level of customer expectations and the remaining 10 service attributes still have a negative customer satisfaction score, this means that the service attributes did not meet the level of customer expectations. The 10 service attributes will be included in the WHATs sub-matrix in the QFD matrix.

Table 2
WHATs Sub Matrix (grouped)

No		Grouped Attributes
1	FACILITY	Availability of public facilities (toilet, Wifi, TV)
2		Availability of toiletries (soap and towels)
3	ATMOSPHERE	Comfortable atmosphere (safety, cleanliness, and lighting)
4	PROGRAMS / PROMOTIONS	Attractive discounts
5	EMPLOYEE	Employees are always there when needed
6		Employees are polite, friendly and nimble in serving
7	PAYMENT / TRANSACTION SYSTEM	Speed in payment service
8		Ease of check-in and check-out
9	COMPLAINT HANDLING	Ease of submitting complaints
10		Speed in handling complaints

3. Based on the WHAT's sub-matrix, then a HOWs sub-matrix was formed which contained the steps or actions to be taken and implemented by the inn to answer/improve the attributes of customer needs (WHATs), then an interview was conducted with the Lodging Operations Manager. The result was 15 HOWs as shown in Table 3 below:

Table 3
HOWs Sub Matrix

No	HOWs	Attributes
1	Provide public toilets for customers	Availability of public facilities (toilet, Wifi, TV)
2	Cooperating with internet providers to provide Wifi networks	
3	Provides a TV in the front office room	
4	There is a room service officer who regulates the availability of toiletries	Availability of toiletries (soap and towels)
5	There is a household officer who handles cleaning, lighting and complaints from customers	Comfortable atmosphere (safety, cleanliness, and lighting)
		Speed in handling complaints

No	HOWs	Attributes
6	There is an internal security officer who handles the security of the lodging area	Comfortable atmosphere (safety, cleanliness, and lighting)
7	Coordinate with the police in handling security in the lodging area	Comfortable atmosphere (safety, cleanliness, and lighting)
8	Provide discounts for loyal customers and sales by giving discounts of up to 25%	Attractive discounts
9	Provides discounts for general guests who stay a little longer (approximately 1 month) by giving discounts of up to 25%	Attractive discounts
10	There is a receptionist who stands by in the office/front office	Employees are always there when needed
		Ease of check-in and check-out
		Ease of submitting complaints
		Speed in handling complaints
11	There is a bell boy who stands by in the office/front office	Employees are always there when needed
		Ease of check-in and check-out
12	Provide training and guidance to employees	Availability of toiletries (soap and towels)
		Employees are always there when needed
		Employees are polite, friendly and nimble in serving
		Speed in payment service
		Ease of check-in and check-out
		Ease of submitting complaints
		Speed in handling complaints
13	Implementing multi-skill functions for employees	Availability of toiletries (soap and towels)
		Employees are always there when needed
		Employees are polite, friendly and nimble in serving
		Speed in payment service
		Ease of check-in and check-out
14	There is a cashier on standby at the office/front office	Employees are always there when needed
		Speed in payment service
		Ease of check-in and check-out
15	Equip cashiers with complete payment instruments such as receipts, ATC machines and QR Codes payment	Speed in payment service

To determine the order of priority for the implementation of service characteristics that must be met in relation to the demands and expectations of customers, the importance level of HOWs is calculated. Then after obtaining the level of importance for each HOWs, then the percentage of interest in the HOWs can be calculated. The level of interest and percentage of interest in HOWs is presented in Table 4 below:

Table 4
Interest Level and Percentage of Interest in HOWs

No	HOWs	Interest Level	HOWs Interest Percentage (%)
1	Provide public toilets for customers	39,278	3,468
2	Cooperating with internet providers to provide Wifi networks	39,278	3,468
3	Provides a TV in the front office room	39,278	3,468
4	There is a room service officer who regulates the availability of toiletries	107,274	9,473
5	There is a household officer who handles cleaning, lighting and complaints from customers	124,313	*10,977*
6	There is an internal security officer who handles the security of the lodging area	47,742	4,216
7	Coordinate with the apparatus from both the police in handling security in the lodging area	15,914	1,405
8	Provide discounts for loyal customers and sales by giving discounts of up to 25%	30,702	2,711
9	Provides discounts for general guests who stay a little longer (approximately 1 month) by giving discounts of up to 25%	30,702	2,711
10	There is a receptionist who stands by in the office/front office	131,221	*11,587*
11	There is a bell boy who stands by in the office/front office	87,273	7,707
12	Provide training and guidance to employees	151,318	*13,362*
13	Implementing multi-skill functions for employees	84,812	7,489
14	There is a cashier on standby at the office/front office	145,307	*12,831*
15	Equip cashiers with complete payment instruments such as receipts, denominations, ATC machines and QR Codes	58,034	5,125
	TOTAL	1132,448	100,000

From table 4 above it can be seen that those with the largest percentage level of importance (> 10%) are:
1) Number 12: Provide training and instructions to employees (13.362%)
2) Number 14: There are cashiers who stand by at the office/front office (12.831%)
3) Number 10: There is a receptionist who stands by at the office/front office (11.587%)
4) Number 5: There is a household officer who handles cleaning, lighting and complaints from customers (10.977%)

This shows that the steps or actions that will be taken and implemented by the accommodation (HOWs) to answer/improve the attributes of customer needs (WHATs) are all related to aspects of human resource management.

4. The findings of this study generally support the results of previous studies conducted by (Gunawan et al., 2022) (Lukmandono, 2021), (Harnjo et al., 2021), (Nugroho et al., 2020), (Sinaga & Sulistyowati, 2018), (Islam, 2020), (Shah et al., 2018) and (Ofosu-Boateng & Acquaye, 2020) where the quality of service in the service sector, especially hospitality is determined by customer satisfaction, but in this study there is a difference in the approach taken by integrating QFD, SERVQUAL and Kano, and the object of the research is cheap lodging (not star hotels) so the results are specifically different from other studies previous research..

5. The research findings on the aspect of human resource management in service quality in the hospitality industry are broadly in line with the results of studies conducted by (Alreahi et al., 2023), (Bambale, 2017), (Betts, 2020), (Choochote & Chochiang, 2015), (Costa et al., 2021), (Dhar & Singh, 2021), (Firliandini & Ahman, 2022), (Jaisinghani & Jariwala, 2022), (Kaushal & Srivastava, 2020), , (Khdour, 2021), (Madera et al., 2017), (Miah & Hafit, 2019), (Kumar et al., 2016), (Palguna, 2021), (Papademetriou et al., 2022), (Pham et al., 2019), (Susanto et al., 2022), (Triatmanto et al., 2019), (Tulsi & Ji, 2020) and (VO et al., 2020) that human resource management practices have a significant impact on service organization performance, quality service delivery, where the research findings yield evidence that the greatest level of importance (> 10%) relates to human resource management in terms of providing appropriate human resources from in terms of quantity and qualified quality to serve customers, the point is how lodging should provide officers who are always on standby at the front office (recepcionist and cashier) and household officers who deal with issues of cleanliness, lighting and complaints from other customers. However, the results of this study do not definitively support the research conducted by (Silva & Martins, 2016) and (Khassawneh & Mohammad, 2021) because of the limitations of this research, the things that were raised by them have not been confirmed in this study. For example, is increasing the quality of service while increasing employee loyalty? This needs to be proven further. However, this study strengthens what was concluded by (Rakhmat Kabul et al., 2021) regarding the provision and development of human resources or intellectual capital to ensure the continuity of the organization while adding competitive advantage for business progress.

In other words, the management of human resources is directly proportional to the quality of human resources in an organization, including in lodging service organizations, so that it will determine the quality of service. Human resource management is good, the quality of human resources will also be good so that the quality of service is also good.

In this study, the authors found the fact that the management of human resources by lodging management still has weaknesses, namely, firstly from the recruitment aspect because there are employees whose educational background is not from the hospitality sector and and the number is not yet sufficient, secondly is the absence of a Standard Operating Procedure (SOP) SOP) and clear work instructions from the inn. These two things have resulted in many complaints from customers that have not been handled. The solution is that hotel management must increase the number of competent employees in the hospitality sector and develop SOPs and work instructions that are clearer and easier to understand for employees.

CONCLUSION

Based on the research findings and discussion as well as answering the research objectives, it can be concluded the following matters: 1) There are 16 service attributes that determine the quality of lodging services based on the results of interviews with customers and inn managers and of these 16 attributes only 6 service attributes have a positive score meaning that they have met the level of customer expectations while the remaining 10 service attributes still have a satisfaction score value negative and weighted customers are not in accordance with consumer expectations so the focus of improvement must be based on the 10 service attributes; 2) Based on the 10 service attributes that have not met consumer expectations (WHATs sub-matrix), 15 corrective steps are developed that must be implemented by lodging management (HOWs sub-matrix) so that the quality of lodging services can improve. Which has the greatest level of interest (> 10%) related to the management of human resources in terms of providing human resources; 3) The management of human resources is related to the provision of appropriate human resources in terms of numbers so that there are no shortages/vacancies of officers at the front office (cashier and receptionist) to serve customers and lodging management needs to provide training and clear work instructions for employees so that the quality of officers who serve customers can be more competent.

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