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CUSTOMER SATISFACTION ANALYSIS ON SERVICE QUALITY USING SERVQUAL, CUSTOMER SATISFACTION INDEX, AND IMPORTANCE PERFORMANCE ANALYSIS

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Abstract

This study aims to analyze customer satisfaction toward service quality at PH Clothing in Malang City using SERVQUAL, Customer Satisfaction Index (CSI), and Importance Performance Analysis (IPA) approach. A quantitative descriptive method is employed by involving 75 respondents. Data are collected from a structured questionnaire based on five SERVQUAL dimensions and analyzed through gap analysis, CSI computation, and IPA mapping. The results indicate that all SERVQUAL dimensions exhibit negative gap values, with the largest gap found in the reliability dimension (−1.45), highlighting issues in product consistency and delivery punctuality. The overall service quality ratio (Q = 0.958) confirms that service performance has not yet met customer expectations. The CSI value of 72.62% places customer satisfaction in the "satisfied" category. IPA results identify four critical attributes requiring immediate improvement, i.e. clarity of production and delivery information, complaint handling, product quality, and service speed. These findings provide actionable insights into strategic service improvement to enhance customer satisfaction and competitiveness.

Keywords: *Customer Satisfaction, Importance Performance Analysis, Service Quality, SERVQUAL, Small And Medium Enterprises*

INTRODUCTION

The Indonesian clothing industry has experienced significant growth, with the apparel sector recording an increase of 8.79% compared to 2022, making it one of the fastest-growing sectors after the furniture industry (Huliatunisa et al., 2022). This condition has driven increasingly intense competition, requiring business actors to rely not only on product quality but also on service quality as a differentiating factor in retaining and attracting customers (Rahmola et al., 2022). PH Clothing in Malang City is a convection business focused on uniform manufacturing and repair services with approximately 10 employees. Based on preliminary observations and interviews with the owner, several service problems are identified, including delays in order completion, discrepancies in the quantity of delivered products, and stitching quality that has not fully met customer expectations. These problems potentially reduce customer satisfaction and loyalty, particularly for repeat customers such as brands and uniform stores that have specific distribution schedules.

Customer satisfaction is the result of an evaluative comparison between received performance and customer expectations, high levels of satisfaction encourage repeat purchases and loyalty, while dissatisfaction may cause customers to switch to competitors (Kotler & Keller, 2016). Therefore, a comprehensive analysis is needed to identify the gap between customer expectations and perceptions regarding the service quality of PH Clothing. Previous studies have largely employed the combination of Importance Performance Analysis (IPA) and the Kano Model to assess customer satisfaction, which effectively categorizes service attributes based on their influence on satisfaction but is limited in its inability to quantitatively measure the gap between customer expectations and perceptions (Trisna et al., 2019). To address this limitation, a more comprehensive methodological approach integrating SERVQUAL, Customer Satisfaction Index (CSI), and Importance Performance Analysis (IPA) has been proposed, as it enables systematic and empirical analysis of service quality (Kusuma et al., 2022).

In this study, the use of SERVQUAL is to measures the gap between customer expectations and perceptions across five dimensions (tangibles, reliability, responsiveness, assurance, and empathy) while CSI produces an overall satisfaction percentage, and IPA identifies which service attributes require priority improvement based on the relationship between importance and actual performance (Kusuma et al., 2022). Therefore, the implementation of these three methods is considered more objective and measurable compared to the IPA-Kano approach alone (Trisna et al., 2019; Kusuma et al., 2022). This study aims to:

(1) analyze the gap between customer perceptions and expectations based on the five SERVQUAL dimensions;
(2) measure the overall customer satisfaction level using CSI;
(3) map service improvement priorities using IPA; and
(4) formulate strategic recommendations for PH Clothing.

METHODS

Service quality can be defined as conformance to requirements, fitness for use, and the ability to consistently meet customer needs from the beginning to the end of service delivery (Tjiptono, 1997). In the context of services, service quality is characterized by intangibility, inseparability, variability, and perishability (Kotler, 2012), making its assessment highly dependent on customer perception. Customer satisfaction is formed when the received service quality meets or exceeds expectations, i.e. *Service Quality* ≥ *Expectation* while a mismatch produces a negative gap reflecting dissatisfaction (Parasuraman, Zeithaml, & Berry, 1988). In this research, the total population consists of 107 customers of PH Clothing who have used the service at least once during the research period. Following the total sampling technique (Sugiyono, 2017), all members of the population were used as respondents because the population size is relatively small, allowing for a comprehensive representation of conditions with minimal error.

Data are collected using a questionnaire developed based on the five SERVQUAL dimensions. SERVQUAL is a service quality measurement instrument that analyzes the gap between customer perceptions and expectations across five main dimensions (Parasuraman, 1988):

(1) *Tangibles,* the physical condition of facilities and employee appearance;
(2) *Reliability,* consistency and accuracy in fulfilling service promises;
(3) *Responsiveness,* promptness in responding to customer needs and complaints;
(4) *Assurance,* professionalism and the ability to build customer trust; and
(5) *Empathy,* genuine attention and understanding of individual customer needs.

The development of these specific variables and indicators was theoretically anchored in the service quality concept outlined by Dermawan et al. (2025). To ensure that these indicators were contextually relevant to the specific conditions of PH Clothing, the formulation of the statement items was empirically driven by the preliminary field observations and direct interviews with the business owner mentioned previously. The practical operational issues identified during those initial stages were systematically translated into 20 measurable attributes. Consequently, this combination of theoretical dimensions and empirical findings served as foundation for formulating research indicators to evaluate service quality and identify the gap between customer expectations and perceptions.

Each item was measured using a Likert scale of 1-5 for two assessment aspects, namely the level of importance (expectation) and the level of satisfaction (performance). Questionnaires were distributed both offline (directly) and online. Prior to the main data collection, the instrument was tested for validity using Pearson correlation (*r-count* > *r-table*) and reliability using Cronbach's Alpha ($\alpha \geq 0.6$) with SPSS version 26. The mapping of questionnaire items across SERVQUAL dimensions and their conceptual Kano classification is presented in Table 1.

Table 1. Questionnaire Item Mapping by SERVQUAL Dimension

No.	Servqual dimension	Statement Item
1	Tangible	Waiting room comfort for visiting customers
2	Tangible	Attractive and informative product display
3	Tangible	Good physical product quality (stitching, printing, embroidery)
4	Reliability	Product conformity with agreed specifications
5	Reliability	Timely delivery of orders as scheduled
6	Reliability	Product quality guarantee provided by the
7	Reliability	Products meet customer expectations
8	Reliability	Replacement guarantee for defective products
9	Responsiveness	Speed of employee service delivery
10	Responsiveness	Promptness in responding to customer requests
11	Responsiveness	Ease of contacting the for information
12	Responsiveness	Speed of complaint resolution
13	Assurance	Clarity of production process and delivery time information
14	Assurance	Employee ability to answer questions clearly
15	Assurance	Accuracy of solutions provided for order problems
16	Assurance	Polite and courteous employee attitude
17	Assurance	Employee product knowledge
18	Empathy	attention to special customer needs
19	Empathy	Willingness to receive and understand complaints and suggestions
20	Empathy	Ability to provide suitable recommendations for customers

Table 1 presents the mapping of 20 questionnaire items across the five SERVQUAL dimensions: Tangible, Reliability, Responsiveness, Assurance, and Empathy. Each statement represents a specific attribute used to evaluate service quality from the customer's perspective, covering both physical aspects, service performance, responsiveness, employee competence, and customer-oriented attention. This table serves as the foundation for measuring the gap between customer expectations and perceptions in the subsequent analysis.

SERVQUAL

SERVQUAL gap analysis is performed to calculate the discrepancy between customer perceptions (H) and expectations (H) for each service attribute. The gap value is calculated as the difference between the perception score X_i and the expectation score Y_i :

$$SQ_i = X_i - Y_i \quad (1)$$

where X_i is the mean perception score and Y_i is the mean expectation score for attribute i. Overall service quality is calculated using the Besterfield formula:

$$Q = \frac{P}{H} \quad (2)$$

where the value of $Q \geq 1$ indicates good service quality. A negative gap indicates that the service has not met customer expectations (Wibowo & Muflihah, 2022).

Several prior studies have demonstrated the effectiveness of SERVQUAL in identifying service deficiencies across various sectors. Alfarisyi and Andesta (2022) found a highest gap in the empathy dimension in logistics services, while Haryanto et al. (2023) reported an overall gap of −0.593 in a B2B application context, both confirming that SERVQUAL provides actionable diagnostic information for service improvement. However, SERVQUAL alone does not quantify the overall satisfaction level, nor does it determine which attributes require the most urgent attention. This limitation necessitates its implementation with CSI and IPA for a more complete analysis.

Customer Satisfaction Index (CSI)

CSI is a quantitative method for measuring the overall level of customer satisfaction in the form of a percentage index (Wardhana, 2023). The CSI calculation is systematically conducted through several sequential stages. The initial stage is calculating Mean Importance Score (MIS) and Mean Satisfaction Score (MSS) using (3) and (4), respectively.

$$MIS = \frac{\sum Y_i}{n} \quad (3)$$

$$MSS = \frac{\sum X_i}{n} \quad (4)$$

where the average expected importance y_i is determined by $\frac{\sum y}{n}$ and the average perceived performance x_i is determind by $\frac{\sum y}{n}$ for each service attribute, and n represents the total number of respondents. Weighted Factor (WF) is used to determine the relative significance proportion of each attribute against the total importance.

$$WF = \frac{y_i}{\sum y_i} \times 100\% \quad (5)$$

Weighted Score is used to signify the individual attribute's contribution toward total satisfaction, calculated by multiplying the WF by the mean satisfaction score as in (6).

$$WS = \frac{(WF \times x_i)}{100\%} \quad (6)$$

Then, Weighted Total (WT) is determined by summation all of WS values. Ultimately, the overall CSI is derived by dividing the WT by the maximum Likert scale value utilized, yielding the final percentage (CSI) as in (7). Finally, the results of CSI are classified into five satisfaction categories as shown in Table 2.

$$CSI = WT/5 \times 100\% \quad (7)$$

Table 2. Satisfaction categories of CSI

Categories	Range (%)
Very Satisfied	81–100
Satisfied	66–80.99
Fairly Satisfied	51–65.99
Less Satisfied	35-50.99

Table 2 classifies CSI values into five satisfaction levels based on percentage ranges. Higher scores indicate better service performance, from “Unsatisfied” (0–34.99%) to “Very Satisfied” (81–100%), helping interpret how well services meet customer expectations. Empirical evidence from previous studies suggests that CSI values in service-based businesses typically range between 70% and 82%, reflecting a general "satisfied" to "very satisfied" category. For instance, Maulani et al. (2023) obtained a CSI value of 75.85% for the MyPertamina digital application, while Sari et al. (2024) reported 81.73% for a café service context. Despite these generally positive ratings, negative gaps between expectations and perceptions remain prevalent, underscoring the need for a complementary analytical tool to prioritize improvement efforts.

Importance Performance Analysis (IPA)

IPA is an analytical technique that maps the relationship between the level of importance (*importance*) and the level of performance (*performance*) of each service attribute into a two-dimensional Cartesian diagram (Wardhana, 2024). Service attributes are grouped into four quadrants: Quadrant I (high importance–low performance) as the primary improvement priority; Quadrant II (high importance–high performance) to be maintained; Quadrant III (low importance–low performance) with low priority; and Quadrant IV (low importance–high performance) indicating potential over-allocation of resources (Windyaningrum & Indrawati, 2023). IPA mapping is conducted by placing each attribute on a Cartesian diagram based on the mean performance score ($\bar{x}$) as the horizontal axis and the mean importance score ($\bar{y}$) as the vertical axis. The boundaries between quadrants are determined by the overall mean values across all attributes. The conformance level for each attribute is calculated as:

$$Tki = (X_i/Y_i) \times 100\% \quad (8)$$

A conformance level below 100% indicates that service performance has not yet met customer expectations, while a value equal to or exceeding 100% indicates that the service is satisfactory or has exceeded expectations (Supranto, 2011). The integrated results of all three methods are subsequently used to formulate strategic recommendations for measurable and sustainable service quality improvement at PH Clothing.

The implementation of SERVQUAL, CSI, and IPA addresses the limitations of each individual method and provides a more empirical, systematic, and objective picture compared to single-method approaches. While IPA alone effectively categorizes attributes by their influence on satisfaction, it does not quantify the gap between expectations and perceptions (Trisna et al., 2019). The implementation of SERVQUAL to measure gaps, CSI to produce an overall satisfaction index, and IPA to map improvement priorities creates a comprehensive analytical framework that has been validated across multiple service sectors, including printing (Kusuma et al., 2022), public transportation (Kurniawan et al., 2023), and insurance (Satria et al., 2023). A critical gap in the existing literature, however, is the limited application of this combined approach in the clothing sector, which this study aims to address.

RESULTS AND DISCUSSION

Prior to the full-scale data collection, an instrument test was conducted to assess the reliability and validity of the questionnaire to be used. As stated by Fadilla (2019), a minimum of 30 respondents is required for instrument testing purposes. During the trial phase, a total of 32 respondents successfully completed the questionnaire, with data collecting over five days from April 22 to 24, 2026. Validity and reliability tests were conducted on these 32 respondents prior to the main data collection. Pearson correlation tests showed that all 20 questionnaire items had r-count values exceeding the r-table value (r-table = 0.349 for n = 32 at $\alpha = 5\%$), indicating that all items are valid. Reliability testing using Cronbach's Alpha produced a coefficient of $\alpha \geq 0.6$ for all five SERVQUAL dimensions, confirming that the instrument is reliable and consistent. The instrument was therefore deemed suitable for use in the main data collection phase involving 75 respondents. The development of variables and indicators in this research questionnaire refers to the concept of service quality in the SERVQUAL method. According to Dermawan et al. (2025), service quality can be measured through five main SERVQUAL dimensions, namely tangibles (physical evidence), reliability, responsiveness, assurance, and empathy. These five dimensions are used to identify the gap between customer expectations and perceptions of the services provided by the company. These variables are subsequently used as the basis for formulating research indicators to evaluate service quality and identify service aspects that require improvement.

The SERVQUAL gap analysis was performed by calculating the difference between customer perception scores (performance) and expectation scores (importance) for each of the 20 service attributes across five dimensions. A negative gap value indicates that service performance has not yet met customer expectations. Thus, the SERVQUAL dimensions are utilized as a framework, as well as determining the priorities for service quality improvement at the PH Clothing, the mapping of dimensions, variables, and questionnaire instruments used in this research as the results are presented in Table 3. Table 3 shows how each attribute is evaluated by customers in terms of perceived service performance and its level of importance. At the dimensional level, the total scores for each SERVQUAL category are also provided, along with the overall totals, giving a comprehensive overview of how service quality is assessed across all attributes.

Based on the gap analysis results, all five SERVQUAL dimensions produced negative gap values, indicating that the overall service performance of PH Clothing has not yet fully met customer expectations. The Reliability dimension recorded the largest negative gap of -1.45, followed by the Empathy dimension at -0.92, Responsiveness at -0.43, Assurance at -0.21, and Tangible at -0.15. At the individual attribute level, attribute X2.4 (products meet customer expectations) recorded the largest negative gap of -0.47, followed by X2.1 (product conformity with agreed specifications) at -0.44, and X4.1 (clarity of production process and delivery time information) at -0.33. Conversely, attribute X4.2 (employee ability to answer questions clearly) was the only attribute with a positive gap (+0.32), indicating that performance in this area has exceeded customer expectations. Attribute X4.3 (accuracy of solutions for order problems) recorded a gap of 0.00, suggesting that performance exactly matched expectations.

Table 3. SERVQUAL Gap Analysis Results per Dimension

No.	Service Attribute	Performance (X_i)	Importance (Y_i)	Gap (SQ_i)
X1.1	Waiting room comfort for visiting customers	3.77	3.67	0.11
X1.2	Attractive and informative product display	3.84	3.80	0.04
X1.3	Good physical product quality (stitching, printing, embroidery)	3.56	3.85	-0.29
	Tangible Total Gap	11.17	11.32	**-0.15**
X2.1	Product conformity with agreed specifications	3.39	3.83	-0.44
X2.2	Timely delivery of orders as scheduled	3.55	3.76	-0.21
X2.3	Product quality guarantee provided by the	3.69	3.75	-0.05
X2.4	Products meet customer expectations	3.43	3.89	-0.47
X2.5	Replacement guarantee for defective products	3.60	3.88	-0.28
	Reliability Total Gap	17.65	19.11	**-1.45**
X3.1	Speed of employee service delivery	3.72	3.83	-0.11
X3.2	Promptness in responding to customer requests	3.55	3.56	-0.01
X3.3	Ease of contacting the for information	3.63	3.81	-0.19
X3.4	Speed of complaint resolution	3.57	3.69	-0.12
	Responsiveness Total Gap	14.47	14.89	**-0.43**
X4.1	Clarity of production process and delivery time information	3.67	4.00	-0.33
X4.2	Employee ability to answer questions clearly	3.99	3.67	+0.32
X4.3	Accuracy of solutions provided for order problems	3.61	3.61	0.00
X4.4	Polite and courteous employee attitude	3.80	3.95	-0.15
X4.5	Employee product knowledge	3.64	3.69	-0.05
	Assurance Total Gap	18.71	18.92	**-0.21**
X5.1	attention to special customer needs	3.53	3.79	-0.25
X5.2	Willingness to receive and understand complaints and suggestions	3.67	4.01	-0.35
X5.3	Ability to provide suitable recommendations for customers	3.43	3.75	-0.32
	Empathy Total Gap	10.63	11.55	**-0.92**
	OVERALL TOTAL GAP	**72.63**	**75.79**	**-3.16**

The dominance of the Reliability dimension in generating the largest gap aligns with the preliminary observations conducted prior to this research, which identified delays in order completion and product quality inconsistencies as the primary customer complaints. This is also consistent with the theoretical framework proposed by Parasuraman et al., where Reliability, defined as the ability to perform promised services dependably and accurately, is considered the most critical dimension in determining customer satisfaction in service settings (Parasuraman, 1988). The overall service quality ratio (Q = P/H) was calculated as Q = 72.63 / 75.79 = 0.958, which is below 1.0. This confirms that overall service quality at PH Clothing has not yet reached satisfactory levels, and targeted improvements are required across multiple service dimensions. The Customer Satisfaction Index (CSI) was calculated using the sequential procedure involving Mean Importance Score (MIS), Mean Satisfaction Score (MSS), Weighted Factor (WF), Weighted Score (WS), Weighted Total (WT), and the Satisfaction Index (SI). Table 4 shows the calculation results.

Table 4. CSI Calculation Summary

Parameter	Value
MIS (Total)	75.79
MSS (Total)	72.63
Weighted Total (WT)	363.1
CSI Value	72,62%

Table 4 presents the summary of the Customer Satisfaction Index (CSI) calculation, including the total Mean Importance Score (MIS), Mean Satisfaction Score (MSS), Weighted Total (WT), and the resulting CSI value. These parameters collectively represent the overall evaluation of customer perceptions and expectations, where the CSI value reflects the aggregate level of customer satisfaction based on all measured service attributes. The CSI calculation yielded a value of 72.62%, placing PH Clothing in the 'Satisfied' category (66–80.99%) according to the classification proposed by Siahaan and Agustini (2021). This result indicates that, on aggregate, customers are satisfied with the services provided by PH Clothing. However, as this score is closer to the lower threshold of the 'Satisfied' category and does not reach the 'Very Satisfied' category (>81%), significant room for improvement remains, particularly in the Reliability and Empathy dimensions which recorded the largest negative gaps.

This CSI value is consistent with findings from comparable studies in service industries. Maulani et al. (2023) obtained a CSI value of 75.85% for a digital application service, and Sari et al. (2024) reported 81.73% for a café context. The fact that PH Clothing 's CSI falls within this typical range suggests that the service performance is in line with general industry benchmarks, yet there remains a clear imperative to address specific service gaps to elevate customer satisfaction toward the 'Very Satisfied' threshold. The IPA mapping was conducted by plotting each of the 20 service attributes on a Cartesian diagram, using the mean performance score ($\bar{x}$ = 3.63) as the horizontal axis divider and the mean importance score ($\bar{y}$ = 3.79) as the vertical axis divider.

Figure 1 presents the result of Performance Analysis (IPA) results presented in the Cartesian diagram illustrate the distribution of 20 service attributes based on their mean performance ($\bar{x}$ = 3.63) and importance ($\bar{y}$ = 3.79) scores, dividing them into four quadrants that reflect different managerial priorities. Quadrant I (high importance–low performance) contains attributes that require immediate attention, including clarity of production and delivery information (X4.1), willingness to receive complaints (X5.2), physical product quality (X1.3), and service speed (X3.1), indicating that these aspects are highly valued by customers but not yet delivered optimally. Quadrant II (high importance–high performance) includes attributes such as polite employee attitude (X4.4), attention to special needs (X5.1), and ease of contact (X3.3), representing key strengths that should be maintained. Quadrant III (low importance–low performance) consists of attributes with relatively lower priority, such as timely delivery (X2.2) and recommendation ability (X5.3), while Quadrant IV (low importance–high performance) includes attributes like employee ability to answer questions (X4.2) and waiting room comfort (X1.1), suggesting potential over-allocation of resources.

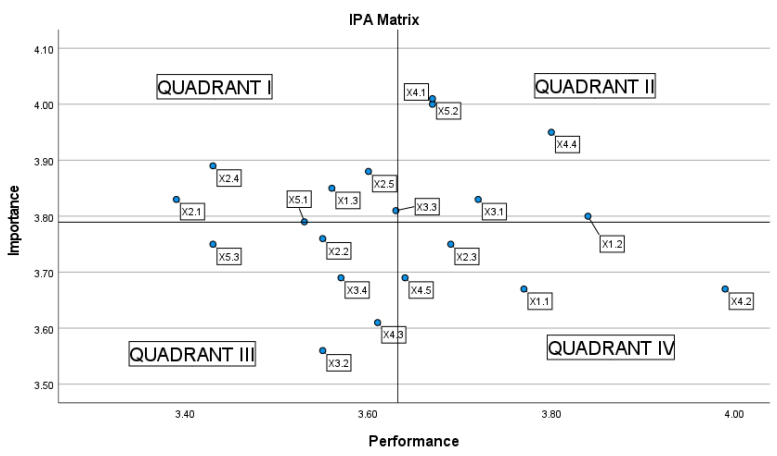

Figure 1 IPA Results

This quadrant-based mapping aligns with the IPA framework proposed by Martilla and James (1977), which emphasizes the strategic value of aligning resource allocation with customer priorities, and is consistent with findings from Kusuma et al. (2022) and Trisna et al. (2019), who highlight the effectiveness of IPA in identifying critical service attributes for improvement. The resulting quadrant distribution is presented below.

Table 5. IPA Quadrant Distribution of Service Attributes

Quadrant	Label	Attributes	Priority
I	High Importance – Low Performance (Concentrate Here)	X4.1 (Clarity of production/delivery info), X5.2 (Willingness to receive complaints), X1.3 (Physical product quality), X3.1 (Speed of service)	HIGH PRIORITY Needs Immediate Improvement
II	High Importance – High Performance (Keep Up the Good Work)	X4.4 (Polite employee attitude), X5.1 (Attention to special needs), X3.3 (Ease of contacting)	MAINTAIN Key Strengths
III	Low Importance – Low Performance (Low Priority)	X2.2 (Timely delivery), X2.4 (Products meet expectations), X2.5 (Replacement guarantee), X3.4 (Complaint resolution speed), X3.2 (Responsiveness to requests), X5.3 (Recommendation ability), X4.5 (Product knowledge), X1.2 (Product display)	LOW PRIORITY Monitor and Improve Gradually
IV	Low Importance – High Performance (Excess Performance)	X4.2 (Employee knowledge in answering questions), X1.1 (Waiting room comfort), X2.3 (Quality guarantee), X4.3 (Solution accuracy), X2.1 (Product conformity with spec), X3.3 (Contact ease	CONSIDER REALLOCATING Resources to Quadrant I

Quadrant I is the primary area of concern, comprising service attributes that are rated as highly important by customers, but where current performance is perceived as low. Four attributes fall in this quadrant, i.e:

(1) X4.1 clarity of production process and delivery time information;
(2) X5.2 willingness to receive and understand complaints and suggestions;
(3) X1.3 good physical product quality; and
(4) X3.1 speed of employee service delivery.

These attributes require immediate and prioritized improvement efforts by PH Clothing, as they represent the greatest contributors to customer dissatisfaction given the high expectations attached to them. Quadrant II contains attributes where both importance and performance are high, representing the existing strengths of PH Clothing. Attributes in this quadrant (including polite employee attitude (X4.4), attention to special customer needs (X5.1), and ease of contact (X3.3)) should be maintained and sustained as competitive advantages. These findings suggest that interpersonal service quality at PH Clothing is well received by customers. Quadrant III includes attributes with relatively low importance and low performance, such as timely delivery (X2.2), products meeting customer expectations (X2.4), and recommendation ability (X5.3). While these attributes still require attention, they are of lower urgency compared to those in Quadrant I, as customers themselves assign lower priority to them. Improvement in these areas can be implemented as part of a medium-term service enhancement program.

Quadrant IV encompasses attributes with low importance but high performance, including employee ability to answer questions clearly (X4.2), waiting room comfort (X1.1), and product conformity with agreed specifications (X2.1). This quadrant signals potential overallocation of resources; the management of PH Clothing may consider reallocating some resources from these areas toward addressing the critical deficiencies identified in Quadrant I. (X4.1), willingness to handle complaints (X5.2), physical product quality (X1.3), and service delivery speed (X3.1). Based on the integrated results of the SERVQUAL gap analysis, CSI, and IPA, PH Clothing should prioritize improvements in the Reliability dimension, which showed the largest gap (-1.45). The company is recommended to implement a systematic order tracking and production scheduling system to reduce delivery delays and product non-conformities. Standardized quality control checkpoints at every production stage should also be applied to improve product quality and delivery punctuality. In addition, improvements in the Empathy dimension (-0.92) are needed through a structured customer feedback mechanism, such as a dedicated WhatsApp channel, supported by customer communication training for employees to improve responsiveness to complaints and customer needs. Furthermore, the IPA results indicate that Quadrant I attributes production information clarity (X4.1), complaint handling (X5.2), physical product quality (X1.3), and service speed (X3.1) should become the main priorities for immediate improvement. PH Clothing should establish SOPs for customer communication and order status updates. Resources allocated to over-performing but less important attributes, such as waiting room amenities (X1.1), can also be redirected to support these priority areas and maximize service improvement effectiveness.

CONCLUSION

The application of SERVQUAL, CSI, and IPA frameworks successfully evaluated service quality at PH Clothing in Malang City. First, the SERVQUAL gap analysis shows that all five dimensions have negative gap values. The largest deficit is in the Reliability dimension (-1.45), proving that product consistency and delivery punctuality fail to meet customer expectations. Second, the Customer Satisfaction Index (CSI) score is 72.62%, which places the business in the "Satisfied" category but shows there is room to reach the "Very Satisfied" threshold. Third, the IPA mapping highlights four critical Quadrant I attributes that need immediate improvement: clarity of production/delivery information, willingness to handle complaints, physical product quality, and service speed. Finally, for the implementation of strategic recommendations, PH Clothing should establish a systematic production scheduling and order tracking system, apply strict quality control checkpoints, use formal communication SOPs through a dedicated feedback channel, and reallocate resources away from over-performing, low-importance attributes like waiting room comfort.

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