Service Quality Analysis at Dapoer Milaca Restaurant Bandung City

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Abstract
This study analyzes the service quality of Dapoer Milaca Restaurant in Bandung using a qualitative method supported by Importance Performance Analysis (IPA) and the 5W+1H approach. Data were collected through questionnaires and interviews with four consumer groups (students, housewives, female employees, and male employees). The IPA results indicate seven attributes (P1, P11, P13, P15, P19, P21, P23) that require priority improvement. The 5W+1H approach formulates strategies focusing on facilities, service speed, employee friendliness, and attention to customer needs. The findings emphasize the importance of continuous service quality improvement to enhance customer satisfaction.

Keywords: Service Quality, Importance Performance Analysis, 5W+1H

Introduction

The culinary industry in Indonesia has experienced rapid growth over the past decade. Restaurants now serve not only to meet people's basic food needs but also as part of a modern lifestyle, reflecting consumer preferences for convenience, speed of service, and a pleasurable dining experience. As consumer expectations increase, service quality has become a key factor in determining the success and sustainability of culinary businesses. Service quality extends beyond the speed and accuracy of food presentation, but also encompasses aspects of employee-customer interaction, the dining room atmosphere, the clarity of information, and the responsiveness to complaints or special requests.

Bandung is one of the growth centers of the culinary industry in Indonesia. Data from the Central Statistics Agency (BPS) shows that the number of restaurants has continued to increase between 2015 and 2024, particularly in the last four years.
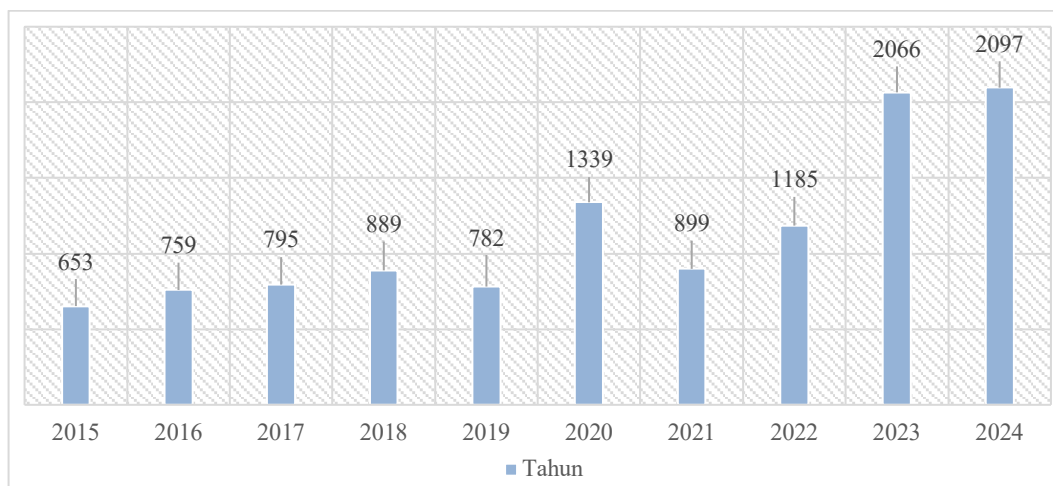
Figure 1. Graph of the Number of Restaurants in Bandung City 2015-2024

This phenomenon has intensified competition among restaurants and requires managers to be more serious about maintaining service quality. However, not all restaurants are able to provide optimal service.

One example is Dapoer Milaca Restaurant, which serves a variety of home-cooked dishes with a buffet-style menu. Based on Bayesian Weighted Ratings (BWR) calculations, this restaurant received the lowest score of 922.9 compared to similar restaurants in Bandung. Consumer reviews on Google Reviews also show recurring complaints, such as unfriendly staff, limited space and facilities, and cramped parking. Internal data even recorded more than 100 complaints throughout 2024, most of which were related to service aspects.

This high number of complaints indicates that the service quality at Dapoer Milaca does not fully meet customer expectations. Therefore, a comprehensive analysis is needed to identify weaknesses and formulate appropriate improvement strategies. This study used the Importance Performance Analysis (IPA) method to map service attributes based on importance and performance, and the 5W+1H approach to develop applicable improvement steps. Thus, the research results are expected to provide constructive input in efforts to improve the quality of service and customer satisfaction at the Dapoer Milaca Restaurant in a sustainable manne.

Literature Review

Quality of Service

Kotler (2022) service quality is a form of activity where consumers assess the level of service received with the level of service expected, if the service received meets expectations, then the service quality is considered good and satisfactory so that this satisfaction can lead consumers to make repeat purchases or even become loyal consumers. According to Parasuraman, Zeithaml and Berry (2020) service quality has five dimensions, namely Tangibles (Physical Evidence / Direct Evidence), Reliability (Reliability), Responsiveness (Responsiveness), Assurance (Guarantee), and Empathy (Attention).

Dimensions of Service Quality

There are dimensions that serve as benchmarks for service quality. According to Parasuraman, Zeithaml, and Berry (2020), service quality has five dimensions. These are:

1. Tangibles (Physical Evidence/Direct Evidence) are one of the factors that influence customer satisfaction from a visual perspective (physical environment), including physical facilities, equipment or supplies used, employees, and communication channels.

2. Reliability is the company's ability to deliver what it promises to customers in a timely, accurate manner, and to ensure customer satisfaction.

3. Responsiveness is the willingness or awareness of employees or the company to act quickly to assist and serve guests in a timely manner. This dimension emphasizes the speed with which customers respond to requests, questions, complaints, and problems.

4. Assurance is the ability of employees to increase customer trust in a company and the company's ability to provide comfort and a sense of security. Assurance also means that a company's employees possess courtesy, trustworthiness, and the knowledge and skills necessary to handle customer inquiries or problems.

Empathy (Attention) is the company's ability to understand customer issues, build relationships and communicate with them, understand their needs, and provide individual attention to them.

Methods

The study used a qualitative approach reinforced with quantitative analysis through the Importance Performance Analysis (IPA) method. A total of 97 respondents were selected using the Slovin formula. Data were collected through a questionnaire to measure the level of importance and performance of 23 service attributes, data analysis was carried out by mapping attributes into IPA quadrants, after which in-depth interviews were conducted with 6 informants including 4 consumers who gave low ratings regarding the service of Dapoer Milaca Restaurant, the owner of Dapoer Milaca Restaurant, and expert informants from the academic field who were determined using a purposive sampling technique to further explore service barriers, as well as observation and documentation to explain data regarding the physical condition of the restaurant and the formulation of improvement efforts using the 5W + 1H approach (What, Why, Who, Where, When, How).

Results and Discussion

Result

Importance Performance Analysis(science)

The calculation of the level of conformity between performance and consumer interests was used to determine the extent to which Dapoer Milaca Restaurant's service meets customer expectations. The calculation results are shown in the following table.

Table 1. Level of Conformity

No	Service Attributes	Performance Level (X)	Level of Importance (Y)	Level of Compliance (%)
P1	Dapoer Milaca restaurant has adequate facilities such as a large parking area, smoke-free room, prayer room, bathroom and washbasin, thus supporting the comfort of visitors..	332	465	71.40

No	Service Attributes	Performance Level (X)	Level of Importance (Y)	Level of Compliance (%)
P2	Cutlery (plates, spoons, tongs, etc.) is available in clean and complete condition.	367	465	78.92
P3	The food on the buffet table is neatly arranged and easy for customers.	380	465	81.72
P4	The staff on duty appear neat and maintain good personal hygiene.	335	452	74.12
P5	Menu information, prices, and serving sizes are displayed clearly and easily read.	358	464	77.16
P6	Food is always available during operating hours.	374	464	80.60
P7	The menu is served as advertised.	394	466	84.55
P8	The quality of the food is consistent from day to day.	384	466	82.40
P9	Various payment methods are accepted.	338	454	74.45
P10	Information about Dapoer Milaca is easily accessible online.	375	465	80.65
P11	The staff are responsive when customers ask for assistance.	300	465	64.52
P12	They respond quickly when food runs out on the buffet table.	371	467	79.44
P13	Customer complaints are handled efficiently.	283	465	60.86
P14	Queue times and service times are not excessively long, especially during busy times.	391	465	84.09
P15	Employees are friendly and polite to customers.	273	467	58.46
P16	The cleanliness of the food and the serving area provides a sense of security for customers.	354	465	76.13
P17	Employees provide accurate information regarding the menu.	381	464	82.11
P18	Customers feel comfortable dining at the restaurant because they feel protected in terms of health and safety.	363	464	78.23
P19	Employees consistently maintain etiquette and courtesy in every service interaction.	257	467	55.03
P20	Employees assist customers with special needs, such as the elderly or children.	352	466	75.54
P21	The restaurant provides facilities that support all levels of customers.	285	464	61.42
P22	Employees say "Welcome" and "Thank You."	328	451	72.73
P23	Service is provided fairly, regardless of customer background.	264	466	56.65
Average				**73.54**

Source: Primary data, processed (2025)

Based on the table above, the attribute with the highest level of conformity is P7 at 84.55%,

followed by P14 at 84.09%, followed by P8 at 82.4%. Meanwhile, the lowest level of conformity

is P19 at 55.03%.

The coordinate values are obtained by calculating the average for each attribute. The coordinate points for each attribute can be seen in the table below.

Table 2. Coordinate Point Table

No	Service Attributes	Coordinate Points (X)	Coordinate Points (Y)
P1	Dapoer Milaca Restaurant has adequate facilities, including a spacious parking area, a smoke-free area, a prayer room, restrooms, and sinks, ensuring customer comfort.	3.42	4.79
P2	Cutlery (plates, spoons, tongs, etc.) is clean and complete.	3.78	4.79
P3	The food on the buffet table is neatly arranged, making it easy for customers to access.	3.92	4.79
P4	The staff on duty are well-groomed and maintain good personal hygiene.	3.45	4.66
P5	Menu information, prices, and serving sizes are clearly displayed and easy to read.	3.69	4.78
P6	Food is always available during operating hours.	3.86	4.78
P7	The menu is served as advertised.	4.06	4.80
P8	The quality of the food is consistent from day to day.	3.96	4.80
P9	Various payment methods are accepted.	3.48	4.68
P10	Information about Dapoer Milaca Restaurant is easily accessible online.	3.87	4.79
P11	Employees are responsive to customer requests for assistance.	3.09	4.79
P12	They respond quickly when food runs out on the buffet table.	3.82	4.81
P13	Customer complaints are handled efficiently.	2.92	4.79
P14	Queue times and service times are short, especially during busy times.	4.03	4.79
P15	Employees are friendly and polite to customers.	2.81	4.81
P16	The cleanliness of the food and the serving area provides a sense of security for customers.	3.65	4.79
P17	Employees provide accurate menu information.	3.93	4.78
P18	Customers feel comfortable dining in because they feel protected from health and safety concerns.	3.74	4.78
P19	Employees consistently maintain etiquette and courtesy in every service interaction.	2.65	4.81
P20	Employees assist customers with special needs, such as the elderly or children.	3.63	4.80
P21	The restaurant provides facilities that support all levels of customers.	2.94	4.78
P22	Employees say "Welcome" and "Thank you."	3.38	4.65
P23	Service is provided fairly, regardless of customer background.	2.72	4.80
	Average	**3.51**	**4.78**

Source: Primary data, processed (2025)

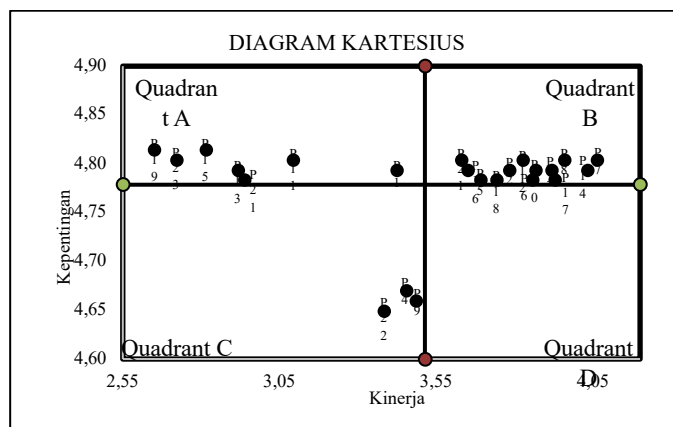Based on the calculation results, the average value obtained for X is 3.51 and Y is 4.78.

Figure 2. Science Cartesian Diagram

Based on the diagram above, we can see:

a. Quadrant A (Consentrate Here) with attributes: P1, P11, P13, P15, P19, P21, P23.

b. Quadrant B (Keep Up the Good Work) with attributes: P2, P3, P5, P6, P7, P8, P10, P12, P14, P16, P17, P18, P20.

c. Quadrant C (Low Priority) with attributes: P4, P9, P22.

d. Quadrant D (Possible Overkill) no attributes fall into quadrant D.

Barriers to Service Quality

Barriers to the service quality of Dapoer Milaca Restaurant are indicators that fall into quadrant A. Based on in-depth interviews with six informants, four consumers gave low ratings for this attribute, one restaurant owner, and one expert informant.

According to the expert informant, the restaurant's main challenge in maintaining service quality lies in human resources (HR). Customer complaints generally stem from a lack of employee reliability, responsiveness, and attention, which impacts customer satisfaction.

The results of customer interviews indicate that service barriers at Dapoer Milaca Restaurant primarily relate to physical facilities, responsiveness, employee attitudes, and fairness of service. In terms of tangible aspects, basic facilities such as a prayer room and restrooms are available, but comfort is still lacking due to a cramped dining area, limited chairs and tables, a small parking area, and the lack of a smoke-free area. In terms of responsiveness, employees are considered quite helpful, but their responses are often slow and lack solutions, especially when

the restaurant is busy. In terms of assurance, employee friendliness and ethics are inconsistent; some are friendly, while others are indifferent or curt. Meanwhile, regarding empathy, consumers highlighted the need for more inclusive facilities, separate restrooms, smoke-free areas, and fairer service without discrimination.

Interviews with the owner reinforced these findings. The owner acknowledged that service still relies on habit due to the lack of written SOPs, resulting in varying levels of consistency among employees. The owner cited key obstacles as limitations in staffing, dining space, and parking, as well as an unstructured complaint-recording system. However, the owner expressed his commitment to improving service quality through additional staff, training, and long-term plans to expand facilities.

Thus, both consumers and the owner agreed that the main obstacles lie in limited facilities, employee responsiveness, and inconsistent service attitudes. This confirms that the attributes in Quadrant A of the IPA (P1, P11, P13, P15, P19, P21, and P23) need to be prioritized for improvement to ensure service quality meets consumer expectations.

Efforts to Overcome Barriers to Service Quality

According to expert informants, the primary strategy for overcoming these obstacles is through regular employee training and evaluation. Training can improve skills, service standards, communication, and loyalty, while evaluations are conducted weekly, quarterly, and annually to ensure consistent service quality.

Based on the IPA results, several attributes in Quadrant A are prioritized for improvement because they directly impact customer satisfaction. Therefore, improvements are guided using the 5W+1H approach to ensure a more systematic approach.

Table 3. Analysis of Improvement Efforts using 5W+1H on Attribute P1

Attribute P1 - Dapoer Milaca restaurant has adequate facilities such as a large parking area, smoke-free room, prayer room, bathroom and sink, thus supporting the comfort of visitors.	
5W+1H Analysis	Questions and Answers
What	What needs to be improved?
Who	Increasing the number of chairs and tables, providing a smoke-free area, expanding the parking area, and creating a more comfortable space.
Why	Who is responsible?

Where	The restaurant owner, along with the operational team and parking attendants.
When	Why is it necessary to improve?
How	Because customers feel uncomfortable due to the cramped space, limited parking, insufficient chairs and tables, and the lack of a smoke-free area.

Table 4. Analysis of Improvement Efforts using 5W+1H on Attribute P11

P11 - Employees are responsive when asked for help by customers.	
5W+1H Analysis	Questions and Answers
What	What needs improvement?
Who	Improve employee speed and initiative in assisting customers.
Why	Who is responsible?
Where	All employees, especially those in direct service.
When	Why does it need improvement?
How	Customers perceive the response time as slow, especially when the restaurant is busy.

Table 5. Analysis of Improvement Efforts using 5W+1H on Attribute P13

P13 - Customer complaints or grievances are responded to quickly.	
5W+1H Analysis	Questions and Answers
What	What needs to be improved?
Who	Improve responsiveness and solutions to customer complaints.
Why	Who is responsible?
Where	All employees.
When	Why does it need to be improved?
How	Because customers feel their complaints are often ignored or responded to slowly without clear solutions.

Table 6. Analysis of Improvement Efforts using 5W+1H on Attribute P15

P15 - Employees are friendly and polite to customers.	
5W+1H Analysis	Questions and Answers
What	What needs to be fixed? Increased friendly attitude in interactions with consumers.
Who	Who is responsible? All employees.
Why	Why does it need to be fixed? Consumers often feel unwelcome, employees appear indifferent, and initial/final service is less than warm.
Where	Where are the repairs made? Buffet and cashier area.
When	When is it done? From the time the customer arrives until leaving the restaurant.
How	How to fix it? Conduct training, provide regular evaluations, and implement standards of smiling, greeting, and greeting all customers.

Table 7. Analysis of Improvement Efforts using 5W+1H on Attribute P19

P19 - Employees always maintain ethics and courtesy in every service interaction.	
5W+1H Analysis	Questions and Answers
What	What needs to be fixed? Improved consistency of employee ethics, body language, and manners.
Who	Who is responsible?

	Employees who interact directly with customers, especially at the front desk.
Why	Why does it need to be fixed? Consumers feel that some employees are cynical, respond curtly, or show little respect.
Where	Where are the repairs made? Buffet and cashier area.
When	When is it done? Every time the service takes place.
How	How to fix it? Providing work ethics training and building a friendly work culture.

Table 8. Analysis of Improvement Efforts using 5W+1H on Attribute P22

P21 - The restaurant provides comfortable facilities for all levels of customers.	
5W+1H Analysis	**Questions and Answers**
What	What needs to be fixed? Provision of facilities that are friendly to children, families and the elderly.
Who	Who is responsible? Restaurant owner.
Why	Why does it need to be fixed? Because consumers feel the room is cramped, the toilets are not separated, and there is no smoke-free area.
Where	Where are the repairs made? Dining room, toilets and supporting facilities.
When	When is it done? Gradually according to priority needs.
How	How to fix it? Create a non-smoking area, separate men's and women's toilets, and expand the space for movement.

Table 9. Analysis of Improvement Efforts using 5W+1H on Attribute P24

P23 - Services are provided fairly without differentiating customer background.	
5W+1H Analysis	**Questions and Answers**
What	What needs to be fixed? Improve fairness of service without discrimination based on customer background.
Who	Who is responsible? All employees who interact with customers.
Why	Why does it need to be fixed? Consumers feel they are sometimes treated differently because of their children, appearance, or social status.
Where	Where are the repairs made? All service areas.
When	When is it done? Any time, especially during peak hours.
How	How to fix it? Establish standard service SOPs for all customers and conduct direct supervision to ensure consistent and equal service.

Discussion

Relationship between Research Results and Theory and Service Quality

Based on the results of the research using the Importance Performance Analysis (IPA) method, it can be seen that there are several service attributes at the Dapoer Milaca Restaurant that are in Quadrant A, namely attributes that are considered very important by consumers but their performance is not yet satisfactory. These attributes mostly come from the dimensions of tangibles (physical evidence), responsiveness (responsiveness), assurance (guarantee), and empathy (attention). This shows that consumers have high expectations for aspects of facility comfort, employee alertness, friendly attitudes, and fairness of service, because these factors greatly influence their satisfaction in enjoying restaurant services.

Relationship between Research Results and Theory and Service Quality

The research results show that service quality at Dapoer Milaca Restaurant has not fully met consumer expectations. Of the five dimensions of service quality, four remain problematic: tangibles, responsiveness, assurance, and empathy. Reliability, however, remains relatively good. Consumers highlighted limited physical facilities, slow response times, particularly during busy times, inconsistent employee friendliness, and a lack of personalized attention for all levels of staff. This aligns with service quality theory, which emphasizes the importance of each dimension; failure in just one dimension can significantly reduce overall customer satisfaction

Conclusion

1. The service quality of Dapoer Milaca Restaurant still needs to be improved, because there are 7 attributes that fall into Quadrant A, namely (P1, P11, P13, P15, P19, P21, and P23)

2. Obstacles to service at Dapoer Milaca Restaurant include inadequate facilities, including parking, a smoke-free area, no separate restrooms, and limited tables and chairs. Furthermore, staff responses are slow and unresponsive. Furthermore, service ethics, friendliness, and fairness are inconsistent.

3. Improvement efforts are divided into two categories: short-term, which include redesigning the room, adding tables and chairs, separating non-smoking areas, providing excellent service

training, implementing standard operating procedures (SOPs) for customer service, complaints, and the 3S (Standard Operating Procedures), service supervision, building a friendly work culture, and providing equal service. Long-term improvements include expanding the dining area and separating men's and women's restrooms

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