Pemetaan Kualitas Layanan dan Tingkat Kepuasan Pelanggan di Kantor Pos Purworejo 54100: Pendekatan CSI, IPA, dan Kano

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Abstrak

Penelitian ini bertujuan untuk mengukur tingkat kepuasan pelanggan terhadap kualitas layanan di Kantor Pos Purworejo 54100 dengan menggunakan integrasi beberapa metode analisis, yaitu Customer Satisfaction Index (CSI), Importance Performance Analysis (IPA), dan model Kano. Dengan menggunakan teknik Accidental Sampling, sebanyak 61 responden berpartisipasi dalam penelitian ini. Hasil analisis menunjukkan bahwa tingkat kepuasan pelanggan berada pada angka 80,44%, yang tergolong dalam kategori puas. Analisis IPA mengidentifikasi tujuh atribut dalam kuadran prioritas perbaikan, sementara integrasi IPA-Kano mengungkapkan 13 atribut penting yang perlu diperhatikan untuk meningkatkan kualitas layanan secara keseluruhan. Tiga atribut utama yang diidentifikasi sebagai prioritas perbaikan melalui metode Potential Gain Customer Value (PGCV) adalah layanan yang cepat dan responsif, keamanan dari kehilangan atau kerusakan barang, serta respon terhadap saran dan keluhan pelanggan. Penelitian ini memberikan rekomendasi strategis yang tepat dan terukur untuk peningkatan kualitas layanan di Kantor Pos Purworejo 54100 guna meningkatkan kepuasan pelanggan dan mempertahankan daya saing di pasar yang semakin kompetitif dan dinamis.

Kata Kunci: Kepuasan Pelanggan, Kualitas Layanan, Customer Satisfaction Indeks (CSI), Importance Performance Analysis (IPA), Model Kano, Potential Gain Customer Value (PGCV).

Mapping Service Quality and Customer Satisfaction Levels at Purworejo Post Office 54100: CSI, IPA, and Kano Approach

Abstract

This study aims to measure customer satisfaction levels regarding service quality at the Purworejo Post Office 54100 by integrating several analytical methods, including the Customer Satisfaction Index (CSI), Importance Performance Analysis (IPA), and the Kano model. Using the Accidental Sampling technique, a total of 61 respondents participated in this research. The analysis results show that the customer satisfaction level is 80.44%, which falls into the satisfied category. The IPA analysis identified seven attributes in the priority improvement quadrant, while the IPA-Kano integration revealed 13 important attributes that need attention to improve overall service quality. Three main attributes identified as improvement priorities through the Potential Gain Customer Value (PGCV) method are fast and responsive service, security from loss or damage to goods, and response to customer suggestions and complaints. This study provides precise and measurable strategic recommendations for enhancing service quality at the Purworejo Post Office 54100 to increase customer satisfaction and maintain competitiveness in an increasingly competitive and dynamic market.

Keywords: Customer Satisfaction, Service Quality, Customer Satisfaction Indeks (CSI), Importance Performance Analysis (IPA), Kano Model, Potential Gain Customer Value (PGCV).

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A. INTRODUCTION

Service quality is a key factor in determining customer satisfaction and long-term success for organizations, especially in the service industry. PT Pos Indonesia, as one of the state-owned enterprises (BUMN) in Indonesia, plays a vital role in providing mail, parcel, logistics, and financial services. With over 4,800 post offices spread across the country, including the Purworejo Post Office 54100, PT Pos Indonesia strives to maintain its relevance amidst increasing competition from other delivery service companies.

However, in recent years, the Purworejo Post Office 54100 has experienced a decline in the number of transactions, reflecting challenges in maintaining customer satisfaction and loyalty. Issues such as delivery delays, system disruptions, and long waiting times have diminished the perceived quality of service by customers or users (Suhendar et al., 2024; Pradesa et al., 2022; Novira et al., 2020; Nugroho et al., 2020). If these issues are not addressed promptly, they could reduce the competitiveness of the Purworejo Post Office 54100 and result in losing customers to competitors that offer better services.

In addition to these challenges, several specific problems have been identified at the Purworejo Post Office 54100. Firstly, there are issues with the computer system, where frequent network errors or disturbances from the central post office server cause delays in transactions or deliveries. Shipping-related problems also occur, with frequent delays in the arrival of goods at their destinations. Packages arriving at the post office are often not delivered directly to the specified address but instead are delayed for several days due to the vast area that must be covered for deliveries. Moreover, customers often experience long wait times when making transactions, primarily because of slow service and a lack of clarity in the manual queuing system.

Given the continuous development of services by various competitors and the existing problems at the Purworejo Post Office 54100, there is a significant risk that the post office could lose its competitive edge. The lack of attention to service quality could negatively impact customer satisfaction, prompting customers to prefer other delivery services with higher service quality. Therefore, it is crucial for the management of Purworejo Post Office 54100 to maintain customer loyalty, as a decrease in customer satisfaction could eventually affect the company's revenue.

Several studies have explored customer satisfaction analysis using various models and frameworks (Harjoyudanto dan Zulvia, 2023; Permana dan Zulvia, 2023; Zulvia et al., 2021, 2022; Nuraieni et al., 2021). Research integrating the Importance Performance Analysis (IPA) with the Kano model has shown that combining these methods can effectively identify which service attributes should be maintained and which need improvement (Dewi, 2018). Through the IPA-Kano integration, 12 attributes were identified as needing to be maintained, while 10 others required attention for performance improvement.

Further research using the Kano model, such as those conducted by (Karim, Sadimantara, & Sakir, 2020); (Budhiana & Wahida, 2019); (Candra & dkk, 2020); (Rindani & Puspitodjati, 2020), categorized service attributes into Must-be, One-Dimensional, and Attractive categories. These studies calculated customer satisfaction and dissatisfaction levels, finding an average better coefficient of 0.71 and a worse coefficient of -0.4.

Additionally, studies by by (Wirawan, Indriani, & Kiswandono, 2020); (Zulvia & Haryanto, 2021) (Haryanto, Zulvia, & Setiawan, 2021, September); (Ardianti & Waluyo, 2021) used methods like Servqual, IPA, and Potential Gain Customer Value (PGCV) to assess service quality. These studies identified three main priority attributes that must be improved and placed these attributes in quadrant 2 of the IPA diagram, suggesting that management should focus on these areas for service quality enhancement.

Building on these methodologies, the purpose of this study is to measure the level of customer satisfaction at the Purworejo Post Office 54100

using the Customer Satisfaction Index (CSI), map service quality through Importance Performance Analysis (IPA), categorize service attributes through IPA and Kano integration, calculate better and worse scores, determine the priority for improvements through Potential Gain Customer Value (PGCV), and propose specific improvements for the Purworejo Post Office 54100.

Therefore, this study not only contributes to the literature on service quality management and customer satisfaction but also provides practical insights that can be implemented by PT Pos Indonesia, particularly the Purworejo Post Office 54100, in its efforts to maintain and improve its competitiveness in the market.

B. METHOD

This research employs an analytical descriptive research method. The population in this study comprises all customers of the Purworejo Post Office 54100. The sample was determined using an accidental sampling technique, resulting in 61 respondents. The study utilizes primary data, which were processed using appropriate statistical methods. The data collection method involved a structured questionnaire, using a Likert scale to measure responses on a closed questionnaire format.

The variables in this study include physical evidence, reliability, responsiveness, assurance, and empathy, as defined by (Pasuraman, Zeithaml, & Berry, 1988); (Parasuraman, 1994). Four different questionnaires were used to capture the performance and satisfaction expectations of the Purworejo Post Office 54100 customers. The performance was measured on a 1-5 scale (ranging from "very dissatisfied" to "very satisfied"), while expectations were measured on a 1-5 scale (ranging from "very unimportant" to "very important"). For the Kano model, the questionnaire employed a scale of 1-5 for functional attributes (like, expect, neutral, tolerate, dislike) and dysfunctional attributes (like, expect, neutral, tolerate, dislike). The analytical methods applied in this research include descriptive statistical analysis, the Customer Satisfaction Index, Importance Performance Analysis, the Kano Model, and Potential Gain Customer Value.

1. Customer Satisfaction Index (CSI)

The Customer Statisfaction Index (CSI) was used to measure the level of satisfaction of service users' customer satisfaction by looking at the importance of product/service attributes. How to find out the level of CSI has the following steps (Aritonang, 2005):

a) Mean Importance Score (MIS)

This value is obtained from the average inmportance of each consumer.

$$MIS = \frac{\sum_{i=1}^{n} Yi}{n}$$

Where :

n : Number of consumers

Yi : The importance value of the i-th attribute Y

b) Weight Factors (WF)

This weight is obtained from the percentage of MSI values per attribute with the total MIS of all attributes.

$$WF = \frac{MISi}{\sum_{i=1}^{p} MISi}$$

Where :

p : p-th importance attribute

c) Weight Score (WS)

This weight is obtained from the multiplication between WF and MSS.

$$WSi = WFi \times MSS$$

d) Customer Statisfaction Indeks (CSI)

$$CSI = \frac{\sum_{i=1}^{p} MISi}{HS} \times 100\%$$

Where :

p : p-th importance attribute

HS : Maximum Likerts scale used

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The level of satisfaction can be seen from the respondents' criteria, while the assessment of satisfaction has a range between 0% - 100%. How to determine the range of scores (RS) with the following formula (Rangkuti, 2002):

$$RS = \frac{m - a}{b}$$

Where m is the highest score and a is the lowest score, then b is the number of categories used, while the categories used in this study are 5 (five) categories as follows :

$$RS = \frac{1 - 0}{5} = 0.2$$

The criteria for customer satisfaction in accordance with the above calculations are as follows :

Tabel 1. CSI Criteria

No	CSI	Criteria CSI
1	$0 - 0.2$	Not satisfied
2	$0.21 - 0,40$	Less satisfied
3	$0.41 - 0.60$	Quite satisfied
4	$0.61 - 0.80$	Satisfied
5	$0.81 - 1$	Very satisfied

2. Importance Performance Analysis (IPA)

IPA is a method first introduced by (Martilla & James, 1977) that initially aimed to measure the relationship between consumer perceptions and priorities for improving product or service quality. This method functions to display information related to service factors that, according to consumers, significantly affect satisfaction and loyalty, as well as other factors that may need improvement later.
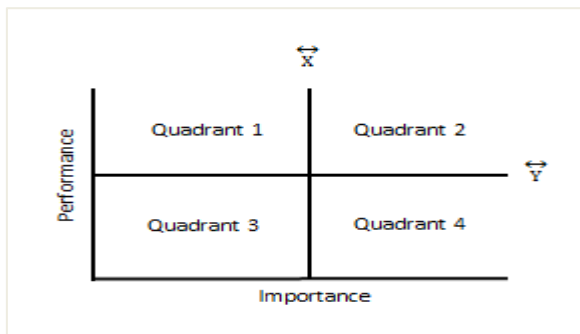

Figure 1. Quadrant IPA
Source : Processed Data (2023)

The IPA quadrant divides factors into four categories based on their importance and performance. Quadrant I includes factors that are important but currently underperforming, making them a priority for improvement. Quadrant II contains factors that are both important and well-performing, which management should aim to maintain. Quadrant III represents factors that are not very important and have low performance, so they do not need immediate attention or resources. Quadrant IV includes factors that are not considered important but are performing well, suggesting that resources dedicated to these factors might be better allocated to more critical areas for improvement.
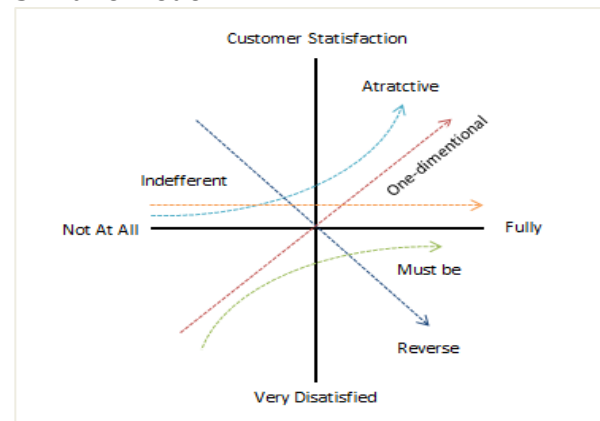
3. Kano Model

Figure 2. Kano Model
Source : Processed Data (2023)

The Kano model, developed by Noriaki Kano in 1984, categorizes service attributes based on how they affect customer satisfaction. It includes four categories: 1. Must be (Basic needs): Attributes that, if not met, lead to dissatisfaction, but exceeding expectations does not significantly increase satisfaction. 2. One-dimensional (Performance needs): Attributes where customer satisfaction increases or decreases linearly with the performance of the attribute. 3. Attractive (Excitement needs): Attributes that greatly increase satisfaction when performed well, but their absence does not cause dissatisfaction. 4. Indifferent: Attributes that have little to no impact on customer satisfaction, whether present or absent.

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4. Integration IPA-Kano

Analyze the Better-Worse scores. The "Better" score indicates how much customer satisfaction increases when the management provides these attributes, while the "Worse" score indicates how much customer satisfaction decreases when these attributes are not provided by management. The formula for calculating the Better-Worse scores is as follows:

$$\text{Better} = \frac{A + O}{A + O + M + I}$$

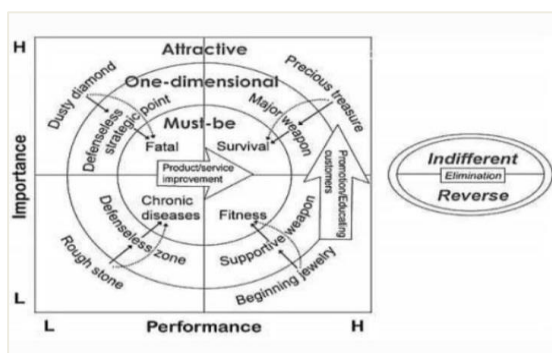$$\text{Worse} = \frac{O + M}{A + O + M + I} \times (-1)$$

Figure 3. Integration IPA-Kano
Source : Adapted from Shanty Kusuma Dewi, 2018

5. Potential Gain Customer Value (PGCV)

PGCV is a tool commonly used in analytical methods in marketing (Nusaputra & dkk, 2014). PGCV provides quantitative input for a wide range of strategic analyses. It is intended to help management develop a survey that measures two important aspects of service quality:

1. Consumer perception of the level of importance/expectations of a service.

2. Consumer perception of the level of performance of a service.

PGCV is an easy concept and tool in analyzing customers in a company. The steps in calculating the PGCV Index are (Hom, 1997):

1. Calculating the value of Achieved Customer Value (ACV)

$$\text{ACV} = I \times P$$

Where :

ACV   : Consumer achievement value

I   : Average value of importance

P   : Average value of performance

2. Calculating the value of Ultimate Desired Customer Value (UDCV)

$$\text{UDCV} = I \times Ps$$

Where :

UDCV : The final value of consumer desires

I   : Average value of importance

Ps   : Maximum performance value in the selected Likert scale

3. Index PGCV

$$\text{PGCV} = \text{UDCV} - \text{ACV}$$

An item with the largest PGCV value indicates that it should be given the highest priority for improvement. Items with the next largest PGCV values, such as the second, third, and so on, should also be prioritized accordingly.

C. RESULT AND DISCUSSION

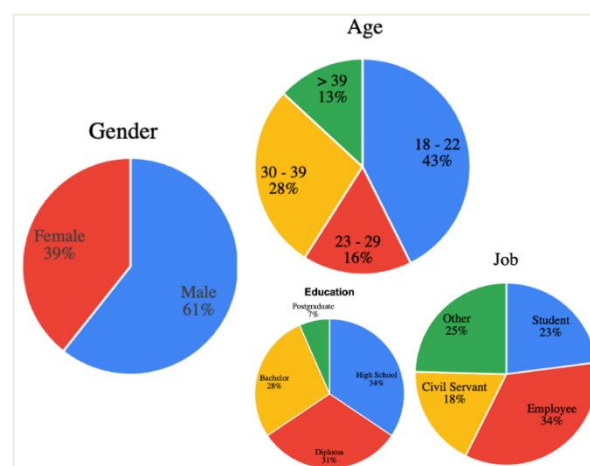1. Respondent Characteristics

Figure 4. Respondent Characteristics
Source : Processed Data (2023)

The respondent characteristics reveal a diverse demographic profile, with a majority of participants being male (61%) and predominantly young, as 43% are within the 18-22 age range. The educational background of respondents is varied, with a significant portion

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holding diplomas (31%) and bachelor's degrees (28%), indicating a well-educated group overall. In terms of occupation, the largest segment consists of employees (34%), followed by students (23%) and civil servants (18%), suggesting that the respondents are mainly composed of working individuals and younger students. This distribution reflects a balanced mix of gender, age, education, and occupation, which could provide a comprehensive perspective on the service quality and customer satisfaction at the Purworejo Post Office 54100.

Based on the validity and reliability testing, all variables—Tangible, Empathy, Responsiveness, Reliability, and Assurance—demonstrate validity, as evidenced by correlation coefficients that exceed the R table value of 0.248 at a 5% significance level. This indicates that each item within these variables is valid for measuring the intended constructs. Additionally, the reliability analysis shows that all instruments have Cronbach's Alpha values significantly higher than the standard threshold of 0.6, confirming that the instruments used to assess Performance, Importance, Functional, and Dysfunctional attributes are reliable. Overall, the results indicate that the data collection instruments are both valid and reliable, ensuring the robustness of the research findings.

2. Data Processing Result

This research was conducted through several stages of analysis. The following is an explanation of the stages that were carried out.

1. Customer Satisfaction Index (CSI)

Based on the Customer Satisfaction Index (CSI) analysis presented in the table, the overall satisfaction score is 79.08, which indicates a high level of customer satisfaction with the services provided. The attributes that contribute the most to customer satisfaction include "Security from any loss or damage to goods that occur," which has the highest Weight Score (WS) of 0.234, and "Friendliness of employees in providing services," with a WS of 0.228.

Tabel 2. Result CSI

No	Attributes	X	Y	MSS	MIS	WF	WS
1	Has sophisticated equipment	235	250	3,98	4,24	0,054	0,213
2	Has a clean and tidy office	239	258	4,05	4,37	0,055	0,224
3	Has a spacious and comfortable waiting room	237	260	4,02	4,41	0,056	0,224
4	Has a large and adequate parking space	253	257	4,29	4,36	0,055	0,237
5	The company has a good relationship with customers	240	251	4,07	4,25	0,054	0,219
6	Friendliness of employees in providing services	245	256	4,15	4,34	0,055	0,228
7	Employees' ability to communicate	239	261	4,05	4,42	0,056	0,226
8	Response to suggestions and complaints	233	267	3,95	4,53	0,057	0,226
9	Fast and responsive service	224	263	3,8	4,46	0,056	0,214
10	Ability of employees to solve customer problems	234	243	3,97	4,12	0,052	0,207
11	The speed of the company in responding to complaints	233	262	3,95	4,44	0,056	0,222
12	The speed of the company in resolving complaints	234	259	3,97	4,39	0,056	0,220
13	Ease of location access	243	257	4,12	4,36	0,055	0,227
14	Accuracy of working hours	235	263	3,98	4,46	0,056	0,224
15	Service procedures that are not confusing	234	261	3,97	4,42	0,056	0,222
16	Security from any loss or damage to goods that occur	234	275	3,97	4,66	0,059	0,234
17	Guarantee of suitability of costs and processing of shipping documents	238	263	4,03	4,46	0,056	0,227
18	Staff dexterity and experience	241	259	4,08	4,39	0,056	0,226
	Total	4271	4665	72,4	79,08	1	4,022

Source : Processed Data (2023)

These results suggest that while the overall service quality is satisfactory, attributes related to security and employee interaction play a critical role in shaping customer perceptions and should be prioritized for maintaining high satisfaction levels.

2. Importance Performance Analysis (IPA)

Tabel 3. Result IPA

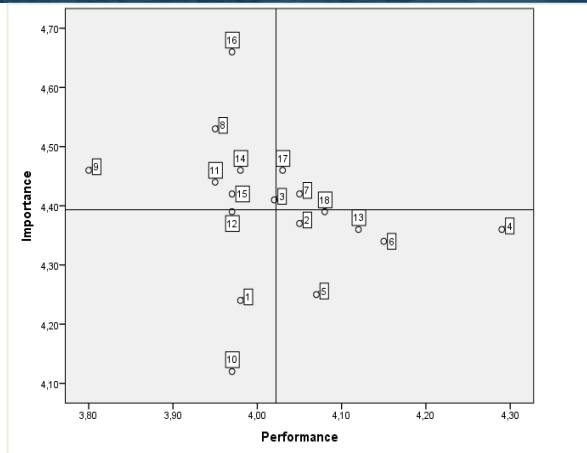| No.	Atribute	Mean of Performance	Mean of importance
Tangible			
1	Has sophisticated equipment	3,98	4,24
2	Has a clean and tidy office	4,05	4,37
3	Has a spacious and comfortable waiting room	4,02	4,41
4	Has a large and adequate parking space	4,29	4,36
Empathy			
1	The company has a good relationship with customers	4,07	4,25
2	Friendliness of employees in providing services	4,15	4,34
3	Employees' ability to communicate	4,05	4,42
4	Response to suggestions and complaints	3,95	4,53
Responsiveness			
1	Fast and responsive service	3,80	4,46
2	Ability of employees to solve customer problems	3,97	4,12
3	The speed of the company in responding to complaints	3,95	4,44
4	The speed of the company in resolving complaints	3,97	4,39
Reliability			
1	Ease of location access	4,12	4,36
2	Accuracy of working hours	3,98	4,46
3	Service procedures that are not confusing	3,97	4,42
Assurance			
1	Security from any loss or damage to goods that occur	3,97	4,66
2	Guarantee of suitability of costs and processing of shipping documents	4,03	4,46
3	Staff dexterity and experience	4,08	4,39

Source : Processed Data (2023)

Based on the table above, the data is then mapped onto an IPA Cartesian diagram, and the results are as follows:

Picture 5. Cartesian Chart
Source : Processed Data (2023)

Based on the Importance Performance Analysis (IPA) displayed in the Table 2, the attributes with the highest mean of importance are "Security from any loss or damage to goods that occur" (4.66), "Accuracy of working hours" (4.46), and "Fast and responsive service" (4.46). These attributes are critical to customers and require high performance to meet customer expectations. However, the mean performance scores for these attributes indicate that while the services are generally meeting expectations, there is room for improvement, particularly in "Fast and responsive service," which has a lower performance mean of 3.80. Focusing on enhancing these key areas will likely improve overall customer satisfaction and service quality at the Purworejo Post Office 54100.

Based on the IPA Cartesian diagram, the attributes are distributed across four quadrants, indicating varying levels of importance and performance. Quadrant I (High Importance, Low Performance) includes attributes such as "Fast and responsive service" and "Security from any loss or damage to goods that occur," highlighting these areas as critical priorities for improvement. Quadrant II (High Importance, High Performance) features attributes like "Accuracy of working hours" and "Friendliness of employees in providing services," suggesting these are strengths that should be maintained. Quadrant III (Low Importance, Low Performance) contains attributes such as "Has sophisticated equipment," indicating these are

less critical and do not require immediate attention. Lastly, Quadrant IV (Low Importance, High Performance) includes "Has a large and adequate parking space," suggesting potential over-investment in areas that are not highly valued by customers. This analysis provides clear guidance on where resources should be allocated to enhance customer satisfaction effectively.

3.   Integration IPA-Kano

Tabel 4. Result Integration IPA-Kano

No	Attributes	IPA	Kano	IPA - Kano
1	Has sophisticated equipment	3	I	Indifferent
2	Has a clean and tidy office	4	A	Beggining Jewelry
3	Has a spacious and comfortable waiting room	1	M	Fatal
4	Has a large and adequate parking space	4	I	Indefferent
5	The company has a good relationship with customers	4	M	Fitness
6	Friendliness of employees in providing services	4	M	Fitness
7	Employees' ability to communicate	2	M	Survival
8	Response to suggestions and complaints	1	M	Fatal
9	Fast and responsive service	1	M	Fatal
10	Ability of employees to solve customer problems	3	I	Indefferent
11	The speed of the company in responding to complaints	1	M	Fatal
12	The speed of the company in resolving complaints	3	M	Chronic Disease
13	Ease of location access	4	M	Fitness
14	Accuracy of working hours	1	M	Fatal
15	Service procedures that are not confusing	1	M	Fatal
16	Security from any loss or damage to goods that occur	1	I	Indifferent
17	Guarantee of suitability of costs and processing of shipping documents	2	I	Indifferent
18	Staff dexterity and experience	4	M	Fitness

Source : Processed Data (2023)

The integration of the Importance Performance Analysis (IPA) and Kano model provides a comprehensive assessment of service attributes by combining customer perceptions of importance and performance with their emotional responses to those attributes. This integration categorizes attributes into various groups, such as "Fitness," where attributes like "Friendliness of employees in providing services" and "Ease of location access" are seen as high in both importance and performance, indicating they should be maintained. "Fatal" attributes, including "Fast and responsive service" and "Response to suggestions and complaints," are critical as they are highly important but underperforming, requiring immediate attention. "Indifferent" attributes, such as "Has sophisticated equipment," are neither important nor performed well, suggesting they are less critical. Unique to this integration, "Begging Jewelry" represents attractive but non-essential features like "Has a clean and tidy office," while "Chronic Disease" represents attributes needing improvement but are not highly prioritized by customers,

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such as "The speed of the company in resolving complaints." This combined approach helps in prioritizing resource allocation to enhance customer satisfaction effectively.

Tabel 5. Result Better-Worst

No.	A	M	O	I	Better	Worst
1	3	22	4	30	0,119	-0,441
2	13	11	10	25	0,390	-0,356
3	12	16	9	22	0,356	-0,424
4	3	19	5	32	0,136	-0,407
5	1	31	5	22	0,102	-0,610
6	16	23	4	16	0,339	-0,458
7	10	20	10	19	0,339	-0,508
8	11	23	9	16	0,339	-0,542
9	9	23	3	24	0,203	-0,441
10	1	24	4	30	0,085	-0,475
11	1	25	4	29	0,085	-0,492
12	12	18	5	24	0,288	-0,390
13	10	17	12	20	0,373	-0,492
14	1	23	12	23	0,220	-0,593
15	4	27	4	24	0,136	-0,525
16	1	25	3	30	0,068	-0,475
17	4	20	4	31	0,136	-0,407
18	2	22	6	29	0,136	-0,475

Source : Processed Data (2023)

The "Better-Worst" analysis provides insights into the impact of various service attributes on customer satisfaction by calculating the "Better" and "Worst" scores for each attribute. The "Better" score reflects the potential increase in customer satisfaction if a particular attribute is improved, while the "Worst" score indicates the potential decrease in satisfaction if the attribute is not addressed or deteriorates. For example, attribute 2, which has a "Better" score of 0.390 and a "Worst" score of -0.356, shows a significant potential for improving satisfaction if enhanced, but also a substantial risk if neglected. In contrast, attribute 5, with a "Better" score of 0.102 and a "Worst" score of -0.610, suggests that while improving this attribute might not drastically increase satisfaction, neglecting it could severely impact customer perceptions negatively. This analysis helps prioritize which attributes should be targeted for improvement based on their potential positive or negative impact on overall customer satisfaction.

4. Potential Gain Customer Value (PGCV)

The Potential Gain in Customer Value (PGCV) analysis provides a quantitative measure of the potential improvement in customer satisfaction if specific attributes are enhanced. In the table, the attributes are ranked based on their PGCV scores, which indicate the priority for improvement. For example, "Fast and responsive service" has the highest PGCV score of 5.3521, suggesting it is the most critical area to focus on for maximizing customer satisfaction gains. Similarly, "Security from any loss or damage to goods that occur" and "Response to suggestions and complaints" also have high PGCV scores of 4.800 and 4.757, respectively, indicating significant opportunities to improve satisfaction by enhancing these areas.

Tabel 6. Result PGCV

No	Atribut	P	I	ACV	Ps	UDCV	PGCV	Order
1	Has sophisticated equipment	3,98	4,24	16,88	5	21,2	4,325	9
2	Has a clean and tidy office	4,05	4,37	17,70	5	21,85	4,152	13
3	Has a spacious and comfortable waiting room	4,02	4,41	17,73	5	22,05	4,322	10
4	Has a large and adequate parking space	4,29	4,36	18,70	5	21,8	3,096	18
5	The company has a good relationship with customers	4,07	4,25	17,30	5	21,25	3,953	15
6	Friendliness of employees in providing services	4,15	4,34	18,01	5	21,7	3,689	17
7	Employees' ability to communicate	4,05	4,42	17,90	5	22,1	4,199	12
8	Response to suggestions and complaints	3,95	4,53	17,89	5	22,65	4,757	3
9	Fast and responsive service	3,8	4,46	16,95	5	22,3	5,352	1
10	Ability of employees to solve customer problems	3,97	4,12	16,36	5	20,6	4,244	11
11	The speed of the company in responding to complaints	3,95	4,44	17,54	5	22,2	4,662	4
12	The speed of the company in resolving complaints	3,97	4,39	17,43	5	21,95	4,522	7
13	Ease of location access	4,12	4,36	17,96	5	21,8	3,837	16
14	Accuracy of working hours	3,98	4,46	17,75	5	22,3	4,549	6
15	Service procedures that are not confusing	3,97	4,42	17,55	5	22,1	4,553	5
16	Security from any loss or damage to goods that occur	3,97	4,66	18,50	5	23,3	4,800	2
17	Guarantee of suitability of costs and processing of shipping documents	4,03	4,46	17,97	5	22,3	4,326	8
18	Staff dexterity and experience	4,08	4,39	17,91	5	21,95	4,039	14

Source : Processed Data (2023).

Conversely, attributes like "Has sophisticated equipment" and "Has a large and adequate parking space" have lower PGCV scores, suggesting that improvements in these areas would have a less substantial impact on overall customer satisfaction. This analysis helps prioritize resource allocation by focusing on attributes that offer the highest potential gain in customer value.

The comprehensive analysis of customer satisfaction at the Purworejo Post Office 54100 identifies key areas for improvement. The Importance Performance Analysis (IPA) and Kano model integration reveal that attributes such as "Fast and responsive service" and "Security from any loss or damage to goods that occur" are crucial but underperforming. The Better-Worst analysis shows the impact of improving or neglecting these attributes, while the Potential Gain in Customer Value (PGCV) prioritizes them based on their potential to enhance satisfaction. Overall, focusing on improving responsiveness, security, and customer feedback responsiveness will most

effectively boost customer satisfaction and competitiveness.

D. CONCLUSION AND RECOMMENDATION

The comprehensive analysis of service quality at the Purworejo Post Office 54100 concludes that several service attributes significantly impact customer satisfaction. Attributes such as "Fast and responsive service," "Security from any loss or damage to goods," and "Response to suggestions and complaints" are identified as key areas needing immediate improvement. The Importance Performance Analysis (IPA) and Kano model integration reveal that while some attributes perform well, others of high importance are still lacking and require attention. The Better-Worst and Potential Gain in Customer Value (PGCV) analyses further emphasize that improving these critical attributes will significantly enhance overall customer satisfaction.

Based on these findings, it is recommended that the management of the Purworejo Post Office 54100 focus on improving services in several key areas. First, enhance the speed and responsiveness of services by implementing a more efficient queue management system and accelerating the customer complaint handling process. Second, improve the security of goods by ensuring safer delivery procedures and offering insurance options to customers. Third, improve the mechanisms for responding to customer suggestions and complaints to ensure that customer feedback is addressed quickly and effectively. By allocating resources to improve these areas, the Purworejo Post Office 54100 can significantly enhance customer satisfaction and maintain its competitive edge in the market.

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